Factors influencing job satisfaction in an Australian public sector workplace during periods of significant organisational change: A hierarchical level analysis

Philip West

DipBus (Avondale), Grad DipBus (Deakin), MComm (Macquarie)

Thesis submitted in fulfilment of the requirements for the degree

Doctor of Philosophy

Faculty of Education, Business and Science

Avondale University College

November 2019

STATEMENT OF ORIGINAL AUTHORSHIP

I declare that the work contained in this thesis has not been submitted previously for a degree or diploma at this institution, an Australian or overseas university or any other institution of higher education. To the best of my knowledge and belief, this thesis contains no material previously published or written by another person except where due reference is made.

Signed _____

Date _____

COPYRIGHT STATEMENT

I grant Avondale University College the rights to archive in the College library, and to make available my thesis in whole or in part for study now and in the future. I retain all propriety rights. I also retain the right to use in future works all or part of this thesis.

Copyright © 2020. This manuscript version is made available under the CC-BY-NC-ND 4.0 license http://creativecommons.org/licenses/by-nc-nd/4.0/

Signed _____

Date _____

ACKNOWLEDGEMENTS

It has been a long journey of discovery, full of unexpected twists and turns, and the occasional set-back. Yet, here I am with a completed thesis ready for submission.

It is at this point that I need to acknowledge the support and understanding of my wife and family, for without their support this thesis would not have been possible.

My supervisor, Dr Peter Morey has been instrumental in the creation of this thesis. It has been my great privilege and honour to work with Peter in the preparation of this thesis. I would like to acknowledge him for his unwavering support, for his patience, for his encouragement, for his guidance, for his understanding, for continually challenging my ideas, and not least, for his resilience in staying the course with me throughout this entire journey.

This journey started with a raw idea which needed a lot of work to transform it into a meaningful research endeavour. I would like to acknowledge the help and assistance of Prof Keith Howson for his insights, and for the suggestions he provided in shaping the direction of this thesis.

I would also like to acknowledge the contribution of Dr Peter Williams in the development of this thesis. In Particular, Chapter 5 has benefitted significantly from the sharing of his learnings, experience, and wisdom.

DEDICATION

It is not uncommon for a dedication to recognise the support, the sacrifice, the patience and the contribution made by a partner or a spouse throughout the preparation of a thesis. This dedication is no different.

I dedicate this thesis to my long-suffering wife who has been there with me throughout the long journey from inception to completion. There have been many long days and long nights, lots of sacrifices, lots of inconvenience, many missed opportunities for time together and with our family, and yet there have been no complaints – only support.

ABSTRACT

There is a significant body of literature relating to the impact of change upon an organisation, presented from the managers' perspective. By comparison, there is only a relatively small body of work focused on how organisational change impacts non-managers, even though they are most often the largest group affected. To address this imbalance, this research explores the perspectives of both the managers and the non-managers in an Australian public sector organisation during a period of significant organisational change. Specifically, this study explored the influencers on job satisfaction, a positive outcome measure, related to job engagement, positive employees, and positive organisational change (Amiot, Terry et al., 2006; Avey, Wernsing, & Luthans, 2008; Nguyen, Teo, & Pick, 2017; Teo, Pick, & Xerri, 2016); rather than focusing upon negative outcomes such as change resistance. The study adopted a conceptual model considering the influence of organisational context, employees' attitudes, organisational processes and hierarchical level. A concurrent mixed methods approach was adopted for the research. Quantitative data were generated by means of a survey, which focused on personal factors that influenced job satisfaction, whereas qualitative data, collected through interviews, were generated by the respective interviewees' change analysis frameworks. The quantitative data were statistically analysed, and relationships explored using Structured Equation Modelling (SEM), and the qualitative data were analysed according to the general principles of grounded theory. The quantitative data and SEM analyses found that both managers and non-managers reported relatively high levels of job satisfaction during this period of significant organisational change. It was also found that the associations between the context, personal attitude and attribution factors, and job satisfaction were strikingly similar for the different hierarchical levels. The qualitative phase of the study identified five organisational influencers upon job satisfaction for both managers and non-managers:

communication, connectedness, standardisation, customer orientation, and leadership. There were, however, subtle differences between how these influencers impacted job satisfaction for each of the hierarchical levels. The identified hierarchical differences in job satisfaction influencers were seen to be linked to their respective job roles, and the hierarchical similarities to be associated with common organisation-wide roles. The research results suggest that acknowledging and working with these hierarchical differences and similarities has the potential to enhance the effectiveness of change initiatives.

TABLE OF CONTENTS

STATEMENT OF ORIGINAL AUTHORSHIP ii
COPYRIGHT STATEMENT iii
ACKNOWLEDGEMENTS iv
Dedication v
Abstract vi
Table of Contents viii
List of Figures xiv
List of Tables xv
Glossary xvi
Chapter 1 Research Orientation and Rationale 1
1.1 Introduction 1
1.2 Research Questions 3
1.3 Research Context 5
1.4 Background of the Problem 10
1.5 Thesis Structure 16
Chapter 2 Literature Review 18
2.1 Introduction 19
2.2 Change Framework 20
2.3 Job Satisfaction 22
2.4 Employee Engagement/Resistance to Change/Commitment 29
2.5 Influencers of Employee Attitudes to Change 32
2.5.1 Organisational factors 33
2.5.1.1 Communication 33
2.5.1.2 Organisational Culture/Structure 37
2.5.1.2.1 Organisational Culture - General 37
2.5.1.2.2 Organisational Culture - Power Distance 40
2.5.1.3 Leadership 43
2.5.1.4 Roles 47
2.5.2 Personal Factors 52
2.5.2.1 Change Cynicism 52
2.5.2.2 Situation Attribution 55

2.5.2.3 Self-efficacy 57
2.5.2.4 Change Turbulence 63
2.5.2.5 Organisational Level/Hierarchical Level 66
2.6 Overview 71
Chapter 3 Methodology 73
3.1 Introduction 73
3.2 Worldview 74
3.3 Theoretical Framework 74
3.4 Research Design 75
3.4.1 Quantitative Orientation (Phase One) 78
3.4.1.1 Introduction 78
3.4.1.2 Participants 78
3.4.1.3 Data Collection 78
3.4.1.4 Survey Instrument 79
3.4.1.5 Data Analysis 83
3.4.2 Qualitative Orientation (Phase Two) 86
3.4.2.1 Introduction 86
3.4.2.2 Interview Participants 87
3.4.2.3 Data Collection 88
3.4.2.4 Interview Instrument 90
3.4.2.5 Data Analysis 91
3.5 Reliability and Validity 95
3.6 Administration 98
3.7 Conclusion 99
Chapter 4 Phase One - Analysis and Reporting of Quantitative Data 100
4.1 Introduction 100
4.2 Survey Instrument 101
4.3 Data Collection 105
4.4 Sample Characteristics 105
4.4.1 Gender 105
4.4.2 Age group 105
4.4.3 Employment classification 105
4.4.4 Employee Status 106
4.5 Application of the Conceptual Model 106

4.5.1 Factor Analysis....106
4.5.2 Factor Reliability....111
4.5.3 Factor Scales: Characteristics....112
4.5.4 Factor Scales: Hierarchical Differences....115
4.5.4.1 Change Turbulence....116
4.5.4.2 Job Impact....117
4.5.4.3 Self-efficacy....117
4.5.4.4 Situation Attribution....117
4.5.4.5 Change Cynicism....117
4.5.4.6 Job Satisfaction....118
4.5.5 Factor Model: Structured Equation Modelling....118
4.5.5.1 Introduction....118
4.5.5.2 Measurement Model....122
4.5.5.3 Structural Model....125
4.5.5.4 Model Analysis: Aggregated Data....126
4.5.5.5 Model Analysis: Hierarchical Difference....128
4.6 Discussion....131
4.6.1 Introduction....131
4.6.2 Hierarchical Differences in Predictors of Job Satisfaction....132
4.6.3 Structural Relationships between Predictors of Job Satisfaction....133
4.6.4 Further Exploration....136
Chapter 5 Phase Two - Analysis and Reporting of Qualitative Data....137
5.1 Introduction....137
5.2 Sample....139
5.3 Pathway to Themes....141
5.4 Emergent Themes....142
5.5 Data Analysis: Manager Perceptions....142
5.5.1 Communication....143
5.5.1.1 Introduction....143
5.5.1.2 Components of the Theme....144
5.5.2 Connectedness....148
5.5.2.1 Introduction....148
5.5.2.2 Components of the Theme....149

5.5.3 Standardisation 153
5.5.3.1 Introduction 153
5.5.3.2 Components of the Theme 153
5.5.4 Customer Orientation 156
5.5.4.1 Introduction 156
5.5.4.2 Components of the Theme 157
5.5.5 Leadership 160
5.5.5.1 Introduction 160
5.5.5.2 Components of the Theme 161
5.6 Data Analysis: Non Manager Perceptions 163
5.6.1 Communication 163
5.6.1.1 Introduction 163
5.6.1.2 Components of the Theme 164
5.6.2 Connectedness 167
5.6.2.1 Introduction 167
5.6.2.2 Components of the Theme 167
5.6.3 Standardisation 169
5.6.3.1 Introduction 169
5.6.3.2 Components of the Theme 170
5.6.4 Customer Orientation 172
5.6.4.1 Introduction 172
5.6.4.2 Components of the Theme 172
5.6.5 Leadership 174
5.6.5.1 Introduction 174
5.6.5.2 Components of the Theme 174
5.7 Discussion 177
5.7.1 Introduction 177
5.7.2 Hierarchical Commonalities and Differences 177
5.8 Synopsis 184
5.9 Conclusion 187
Chapter 6 Integration, Findings and Implications 189
6.1 Introduction 189
6.2 Study Orientation 192

6.2.1 Methodology 192
6.2.2 Phase One 192
6.2.3 Phase Two 193
6.2.4 Integration 194
6.3 Research Findings 194
6.3.1 Role Data Analysis 196
6.3.2 Job Satisfaction 196
6.3.3 Job Satisfaction: The Personal Orientation 197
6.3.3.1 Introduction 197
6.3.3.2 Personal Attitudes and Personal Influencer Factors: Characteristics 198
6.3.3.2.1 Job Impact 198
6.3.3.2.2 Change Turbulence 198
6.3.3.2.3 Self-efficacy 200
6.3.3.2.4 Situation Attribution 201
6.3.3.2.5 Change Cynicism 202
6.3.4 Job Satisfaction: Direct and Indirect Influencers 203
6.3.5 Job Satisfaction: The Organisational Practices Orientation 209
6.3.5.1 Introduction 209
6.3.5.2 Organisational Practices Influencer Factors 209
6.3.5.2.1 Communication 209
6.3.5.2.2 Connectedness 211
6.3.5.2.3 Standardisation 213
6.3.5.2.4 Customer Orientation 215
6.3.5.2.5 Leadership 216
6.3.5.2.6 Overview 218
6.3.6 Job Satisfaction: Impact of Hierarchical Level 220
6.4 Job Satisfaction: Implications for Practice 222
6.5 Limitations and Future Research Opportunities 228
6.6 Concluding Comments 229
References 231
Appendices 249
Appendix 1: Survey Information Statement and Survey Instrument 249
Appendix 2: Sources used as the Basis for the Quantitative Survey Instrument 254

Appendix 3: Consent to Participate in Interviews.....257
Appendix 4: Interview Instrument.....258
Appendix 5: Qualitative Coding Process Overview & Key Phrases from Interviews.....259
Appendix 6: Human Research Ethics Committee Approval.....306

LIST OF FIGURES

Figure 1.1 Overall Conceptual Research Model: Employee's Perspectives....4
Figure 1.2 Simple representation of Private and Public Sector entity structures....7
Figure 1.3 Department organisational structure....10
Figure 1.4 Pre-change organisational schema (for illustrative purposes only)....13
Figure 1.5 Post-change organisational schema (for illustrative purposes only)....14
Figure 2.1 Conceptual model of communication during organisational change (Elving, 2005)....34
Figure 3.1 Mixed methodology – convergent research design (Adapted from Creswell, 2018)....77
Figure 3.2 Conceptual Model: Factors that influence attitudes to, and impacts of, organisational change (Adapted from the literature by the author)....81
Figure 3.3 Hypothesised Structural Model: Factors that influence attitudes to, and impacts of, organisational change – combined sample....85
Figure 3.4 Hypothesised Structural Model: Factors that influence attitudes to, and impacts of, organisational change – multi hierarchical level framework....86
Figure 3.5 Qualitative data coding process....93
Figure 4.1 Conceptual model of employees change perspective factors that influence job satisfaction (compiled by the researcher from the literature review)....101
Figure 4.2 Final conceptual model coalescing the Pessimism and Dispositional factors into a single factor – Change Cynicism....111
Figure 4.3 Hypothetical structural model: Displaying the single composite variable and its related latent variable....121
Figure 4.4 Measurement model....124
Figure 4.5 Structural model: for aggregated data – path analysis....126
Figure 4.6 Structural model: for Managers – path analysis....130
Figure 4.7 Structural model: for Non-managers – path analysis....131
Figure 5.1 Pre-change Organisational Schema (for illustrative purposes only)....138
Figure 5.2 Post-change Organisational Schema (for illustrative purposes only)....139

LIST OF TABLES

Table 4.1 Factor loadings of initial Exploratory Factor Analysis, of 26 change perspective items (Eigen values >1) 108

Table 4.2 Factor loadings for final factor structure of the conceptual model 109

Table 4.3 Factor internal reliability coefficients 112

Table 4.4 Mean and standard deviation values of the change model factor scales 113

GLOSSARY

Change Cynicism

Cynicism about change involves a real loss of faith in the leaders of change and is a response to a history of change attempts that are not entirely or clearly successful. (Reichers, Wanous & Austin, 1997).

Change Turbulence

Change Turbulence is the amount and experience of previous change situations the employee has encountered (Herold, Fedor, & Caldwell, 2007).

Disposition

Disposition is the degree to which the participant perceives their contribution contributes to the success or failure of the change (Wanous, Reichers, & Austin, 2000).

Job Impact

Job Impact is the degree of disruption to their job during the change process (Fedor, Caldwell, & Herold, 2006).

Job Level

Job level is the position within the organisational structure (or hierarchy) as nominated by the employee on their survey response.

Job Satisfaction

Job satisfaction is defined as "… a function of the perceived relationship between what one wants from one's job and what one perceives it is offering" (Locke, 1969, as cited in Lund, 2003, p. 222).

Leadership

Leadership is a term that in general usage has many meanings. However, for the purposes of this thesis, the concept of Leadership that is adopted is drawn from Heifetz, Kania, & Kramer (2004) whereby leadership is viewed to be an activity rather than a set of personal traits or capacities. Authority (or positions of authority) or prominence do not define leadership, it is actions that define leadership.

Management

Colloquially the term "management" is often used to also refer to a collective of managers. In this study, "management" is defined as the process of managing.

Manager

An individual responsible for controlling or directing an organisation or group of staff.

Multi-group analysis

This is the analysis procedures used to compare hypothesised models of factor interaction across two independent groups.

NPM

NPM is a reference to an Australian study conducted by Pick and Teo (2017) into the effect of the introduction of 'New Public Management' change agenda on public sector middle managers. The focus of NPM is to improve public sector organisations through increasing efficiency, quality, customer service, and effective leadership.

Pessimism

Pessimism is the degree to which the recipient's attitude is negative toward the change initiative (Wanous et al., 2000).

Self Efficacy

The definition of self-efficacy used in this paper is that proposed by Wood and Bandura (1989, p.408, as cited in Chen, Gully, & Eden, 2001), being the "beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands".

Situation

Situation is the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation (Wanous et al., 2000).

CHAPTER 1 RESEARCH ORIENTATION AND RATIONALE

1.1 Introduction

Much has been written in the academic literature about change and the impact it has upon an organisation (Rosenbaum, More & Steane, 2018). Change represents a deviation from the norm. It is disruptive, creates uncertainty, often involves changes in the organisational structure (impacting both group and interpersonal relationships), introduces new ways of doing things, and creates stress at the personal and organisational levels (Jones, Watson, Hobman, Bordia, Gallois & Callan, 2008). Historically, much of the scholarly endeavour has focused on the process of change only (primarily from a manager's perspective) without regard for other aspects of change, such as the impact upon the individual (Jacobs & Keegan, 2018). Kotter (1996) shifted the focus away from just the change process itself to placing a greater emphasis on the role of the individual as a key contributor to the success (or failure) of the change process. Nevertheless, this changed emphasis was still primarily limited to the role of the manager in the process of change.

By comparison, there is only a relatively small body of work focused on how the change process impacts the non-manager/non-supervisor. Authors such as Andersson (1996) and Jones et al. (2008) have identified from their own research that further academic endeavour is required to understand the impact of change upon the individual, the recipient of change. Kanter, Stein and Jick (1992) further specify [the non-manager/non-supervisor] as comprising "the largest group of people that must adopt, and adapt to, change" (p.379). They are the single largest group of stakeholders who can influence

whether change is successful (and sustainable), is partially successful, or fails (Appelbaum, Berke, Taylor, & Vasquez, 2008). As Kanter et al. (1992, p.380) note:

> *Recipients* [the non-manager/non-supervisor] *appear in the organization change literature primarily as sources of resistance, however, what is vital to a successful change effort is understanding how recipients perceive the change and how they experience it.*

An extensive review of change recipients' reactions to organisational change was conducted by Oreg, Vakola and Armenakis (2011) resulting in the authors proposing further directions for research and managerial implications. Since these practical suggestions are derived from a review of the literature they are by nature generic rather that context linked.

This research aims to contribute to the literature on change by exploring the perspectives of both the managers and the non-managers in an Australian public service organisation. It uses a multi-group approach adopting job satisfaction as a marker for effective change management. This research also aims to give a voice to the non-managers as well as to the managers to communicate their concerns about the organisational change they experienced in order to identify new ways of doing things with an intent to make things better (Cinite & Duxbury, 2018).

Much of the change research has explored employees' resistance to change in the change process. Resistance to change has been defined as "an adherence to any attitudes or behaviours that thwart organisational goals" consisting of both attitudinal and behavioural responses to change (Chawla & Kelloway, 2004). On the other hand relatively little research has explored the impact of employees' positive attitudes toward the change process. Research has suggested that positive emotions by

employees are related to positive attitudes to organisational change (Avey, Wernsing & Luthans, 2008). Further, the work of Rafferty and Restubog (2010) indicate that affective commitment to change was positively associated with job satisfaction. For this study, job satisfaction is adopted to develop an understanding of factors that can positively influence change. Change is a common occurrence in the public sector (Teo, Pick, & Xerri, 2016). This, combined with the positive benefits of increased levels of job satisfaction (Amiot, Terry, Jimmieson, & Callan, 2006; Audenaert, Carette, Shore, Lange, Van Waeyenberg, & Decramer, 2018; Lund, 2003) make it important to consider job satisfaction, in itself, and employee well-being within the context of change in the public sector setting.

1.2 Research Questions

Change research has suggested that commitment to change processes and employee's job satisfaction with their roles is influenced by context factors, attitudes/attributions, organisational processes, and hierarchical level.

This study explores the influencers of employee attitudes to change in the Australian public sector during a period of significant organisational change adopting the overall conceptual model (Figure 1.1) as a research framework, focusing upon the employee's perspective of the respective components of the model. The literature indicates that organisational change is impacted by organisational processes (Albrecht & Marty, 2017; Amiot, Terry et al., 2006; Anttila, Oinas, & Mustsmaki, 2019; Heyden, Fourne et al., 2017; Hoag, Ritschard, & Cooper, 2002; Jones, Watson, Hobman, Bordia, Gallois, & Callan, 2008; Oreg et al., 2011), organisational context (Fedor, Caldwell, & Herold, 2006; Herold, Fedor, & Caldwell, 2007), and employees attitudes and attributions (Wanous, Reichers, & Austin, 2000) which is illustrated in the model (Figure 1.1). In this research paradigm, job satisfaction is the marker used for

job engagement, positive employees, and positive organisational change (Amiot, Terry et al., 2006; Avey, Wernsing, & Luthans, 2008; Nguyen, Teo, & Pick, 2017; Teo, Pick, & Xerri, 2016).

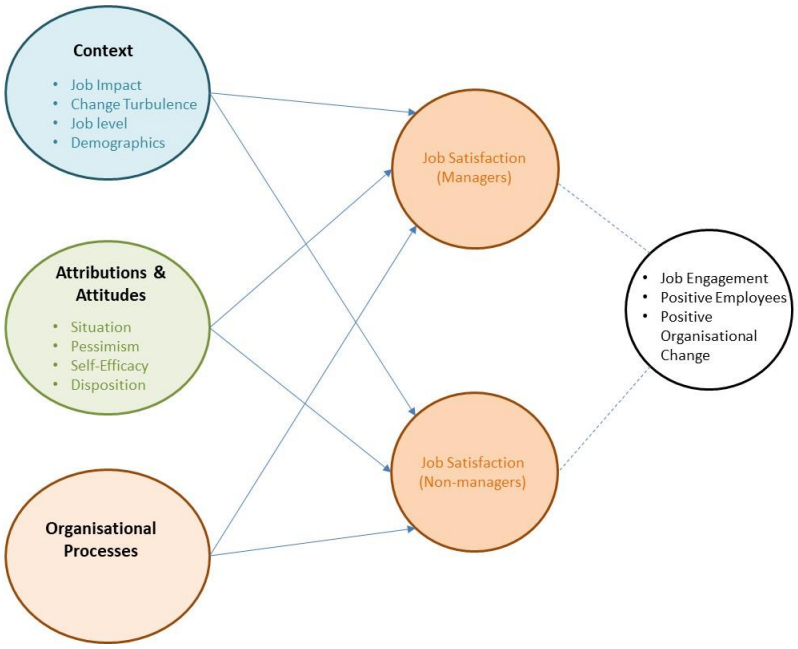


Figure 1.1 Overall Conceptual Research Model: Employee's Perspectives

The research was carried out in Australia and in the service setting, with an emphasis on the positive outcomes of change as reflected in employee levels of job satisfaction. This study adopts a multi-group approach exploring the perceptions about the attitudes to change of employees in two employee hierarchical levels: managers/supervisors and the non-managers/non-supervisors. In particular, the research aims to examine the extent to which context, attitudes/attribution and organisational process factors affects job satisfaction of employees in an Australian public sector organisation in a period of significant organisational change.

This research, then, is framed by the following question:

1. What are the factors that influence employee's attitude to change adopting job satisfaction as a marker for the impact of change?
    1.1. What are the factors in the context domain that influence employee's attitude to change?
    1.2. What are the factors in the attitude/attribution domain that influence employee's attitude to change?
    1.3. What are the factors in the organisational process domain that influence employee's attitude to change?
    1.4. What are the factors in the hierarchical domain that influence employee's attitude to change?

1.3 Research Context

Most change research has been conducted in the private sector. Relative to this body of research, very little research has been conducted in the public sector (Kickert, 2013; Pick & Teo, 2017; Van Der Voet, 2014), and especially in the service segment of the public sector.

Most private sector entities exist primarily to generate profits (in order to provide an adequate financial return for the funds invested) and to generate shareholder value. The Board, managers and staff are incentivised to focus their energies on achieving these goals and the organisational structure is designed to support the achievement of these goals. The shareholders of the entity are the ultimate authority.

Whilst there are some structural similarities between private and public entities, as per Figure 1.2, in contrast to the private sector entity, the public sector agency, is traditionally characterised by a

bureaucratic structure, (Van Der Voet, 2014), with management practice primarily being directorial in nature with little consideration given to organic forms of management. The primary goal of a public sector entity is to provide goods and services for the benefit of the community, with politicians/government being the ultimate determiner of what goods and services will be produced/delivered to benefit the community.

Despite the historically bureaucratic nature of the Australian public service, New Public Management (NPM), as implemented in Australia, provides evidence of change in the management practices employed within the public sector. Rather than the historical practice of using a bureaucratic structure and management practices, the NPM is characterised by an emphasis upon delegation and devolution of authority and autonomy including a focus on reducing costs and improving efficiency. In many ways these changes mimic private sector management practices, (Pick & Teo, 2017).

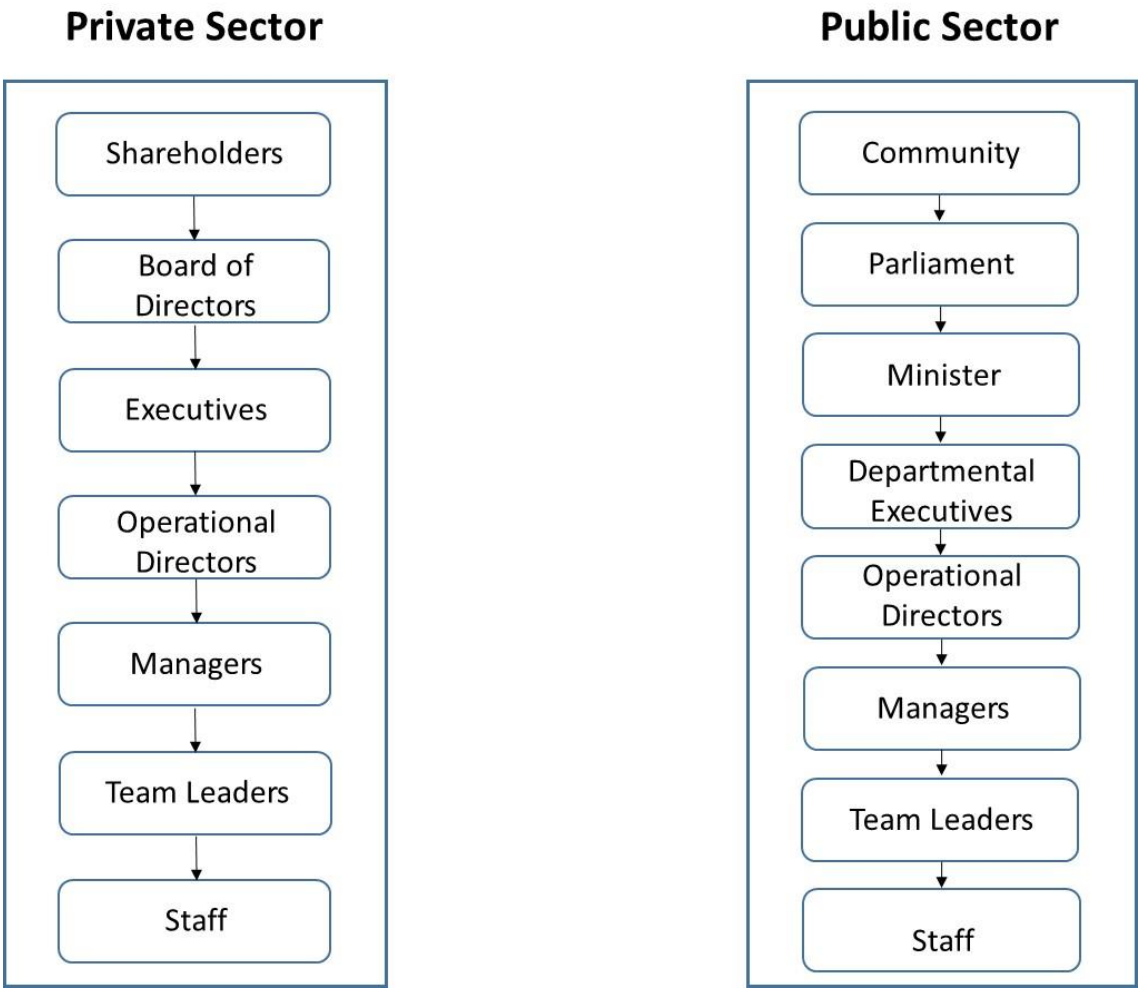


Figure 1.2 Simple representation of Private and Public Sector entity structures

One of the consequences of this bureaucratic management form is that public sector organisations seldom review the effectiveness of the processes used to affect their change initiatives. Consequently, there is little evidence about the effectiveness of organisational change in the public sector, Van Der Voet (2014). There has been little research conducted with a focus on change in the service industries in the Australian context. In particular, in relation to the impact of change on those employees who can be termed the 'recipients' of change, namely, non-manager/non-supervisor. The change literature has done relatively little to differentiate between the impacts of change at different levels of an organisation

(Fedor et al., 2006). For this reason, this study focuses on the perceptions and attitudes of two groups of stakeholders, that is, the manager/supervisor and the non-manager/non-supervisor.

The frequency of change is greater in the public sector organisation than would normally be expected in a private sector organisation, both in terms of scale of change and frequency of change. The public sector organisation in the Australian context is subject to an almost continual change (Teo, Pick, & Xerri, 2016). The senior hierarchy of the public sector is made up of Government (that is, the ruling political party), the Cabinet (that is, the senior Ministers from within the Government), the Minister and the staff of his/her Office, back bencher politicians, and the public service bureaucracy (including the Secretary and their Executive team). Change can be initiated by decisions of any one of these stakeholders or by any combination of them.

A greater change is likely when there is a major change in the entire cohort of these stakeholders as a result of a general election. The potential for a change in Government can occur every three or four years, depending upon the electoral cycle of the Commonwealth, State or Territory. When the change in the political persuasion of the Government occurs it is not uncommon for a whole new mandate for change which can, and often does, result in a complete change in the senior members of the public service bureaucracy, that is, the Secretary and their Executive team.

In contrast to major change, it is also not uncommon for the Minister at the head of a portfolio of government department/s to change in the midst of a term in Government. This change, albeit incremental by comparison to major change, nevertheless often involves a change in Government

policy direction and thereby a change in operational strategy and/or a change in the senior public sector bureaucracy.

In Australia over the last four decades there has been relative stability at the Federal level of Government once a political party has been elected. Parties of each political persuasion have generally held office for close to a decade or more before being voted out of office, albeit the Party Leader and Ministers leading portfolios has been somewhat more fluid during the same period. The political landscape at the State and Territory level has been relatively more variable. However, every time there is a change of Government there is considerable disruption to all public sector organisations arising from a change in strategic and operational direction.

In the private sector there is generally a Board of Directors, a Chairperson, an Executive Director and the Executive team. Within these various stakeholders there is often renewal involving incremental change with individual directors joining, retiring, or being removed from office. It is uncommon for wholesale change to occur in similar manner to that of the public sector and not with the same frequency.

Much of the academic literature focuses upon the negative aspects of change, for example resistance, or cynicism. In contrast, this study explores one of the positives aspects of an employee's attitude toward change and focuses upon job satisfaction as an outcome.

1.4 Background of the Problem

The organisation which is the subject of this research effort is a large service delivery entity within a large public sector organisation ('the Department'), which, has been engaging in a series of major change initiatives for the past ten years.

As with many public organisations in Australia, the Department's role includes the provision of Westminster functions supporting the Minister and the Government; regulatory functions, and also system manager functions in state-wide planning, purchasing and performance monitoring of services being delivered by the various entities within the organisation. Figure 1.3 provides a high-level schema of the organisational structure of the Department.

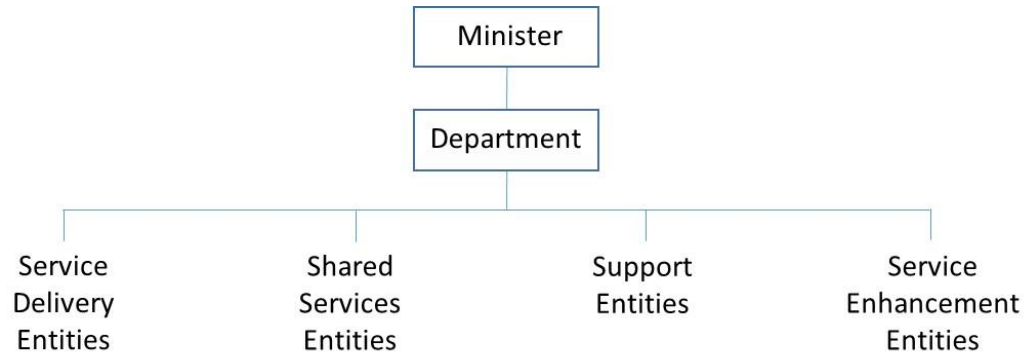


Figure 1.3 Department organisational structure

Within the Department are more than 20 entities that can be categorised into collectives according to the function they perform:

1. front line service delivery and policy implementation;
2. support for policy development, education, and service enhancement;
3. shared services for service delivery, policy development, education; and
4. service enhancement.

Over the past several decades the organisational structure and management of the Department's services has progressively changed from decentralised to centralised and most recently from centralised back to a decentralised model (with centralised shared services). The change process included the creation of a number of 'Support Entities' (a support entity provides services to front line service delivery entities and is subject to the directions of the Department), as part of the most recent large scale organisational change which was commenced in the last five years. One of the Support Entities is the subject of this research, hereinafter referred to as the 'Support Entity'.

As is typical of the public sector, the changes occurring within the organisation have been undertaken in response to external stimuli. In this case, the external stimuli arose initially from the State Government reform agenda and subsequently from the Commonwealth Government reform agenda. These changes are characterised primarily by administrative and structural change within the Department's service entities, and are specifically designed to facilitate a move to decentralised decision-making. The most recent change initiative resulted in more than nine new entities being created, a change of function for the Department, and role changes for several existing entities.

As a result of the creation of the new entities and the change in the role of some existing entities, employee recruitment activities increased for these affected entities. Within the Support Entity, these changes resulted in a number of new employees being recruited and employee transfers from other entities under the control of the Department. Consequently, existing work units have been disrupted and new work units have been established.

The Support Entity included in this study was created to provide the vehicle through which a single corporate identity and a centralised governance model could be established to bring several existing entities (providing relatively homogenous services) under the control of a single parent entity, that is, the Support Entity.

A new Advisory Board was created and a new Chief Executive appointed. A new administrative structure was created by the Chief Executive, with the support of the Department and the Advisory Board. Employee recruitment for the new roles were not by direct appointment. Instead recruitment was undertaken using a competitive recruitment process whereby applicants were required to compete in an interview process involving both internal and external candidates.

Before the change was commenced, the entities that were brought together under the Support Entity's governance were characterised by: highly decentralised functional decision-making; loose connection to other sub-units performing similar functions; local organisational culture, somewhat independent; with accountability and transparency being the focus of the local management team. Figure 1.4 illustrates part of the organisational structure before the change initiative. Each 'Entity D' in the figure is representative of the sub-unit elements of the restructured organisation (that is, Entity E) as presented in Figure 1.5.

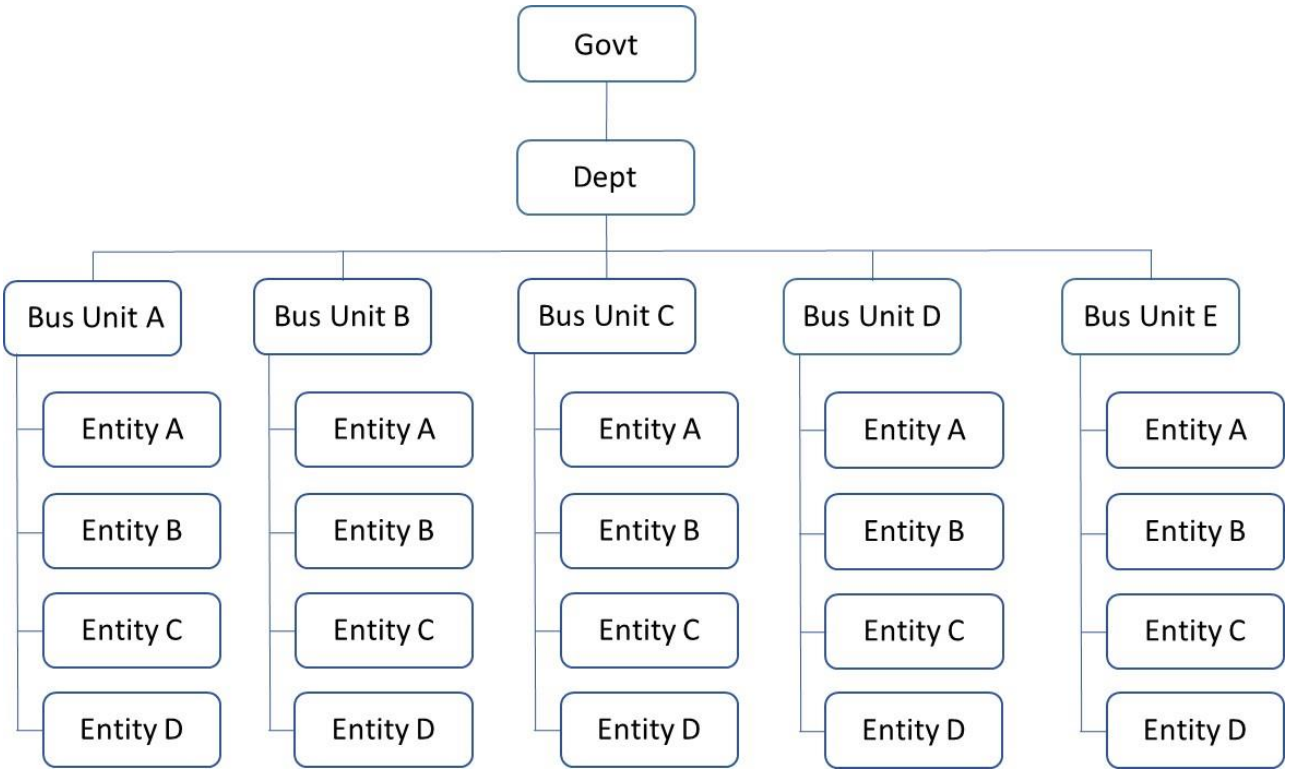


Figure 1.4 Pre-change organisational schema (for illustrative purposes only)

The change initiative modified the exiting organisational structure to promote greater centralisation of strategic decision-making for the new Support Entity; greater links between units and sub-units; uniformity of practice across the sub-units; introduction of new reporting mechanisms and decision-making centres allowing for participation by sub-units in decision-making; and a more decentralised functional decision-making process. A schema of part of the new organisational structure in Figure 1.5 (note, that solid lines represent lines of responsibility and dashed lines represents lines of service provision between the sub-units and other entities). Each sub-unit corresponds to “Entity D” in Figure 1.4 with new organisational layers introduced in the Support Entity (Entity E) to assist governance, in the form of “Unit A”, “Unit B”, and “Unit C”. In Figure 1.5, Entity E combined with these Units and the

Sub-units form the wider organisation referenced in this research study whilst the Sub-units, individually, are generally referred to as the local organisation.

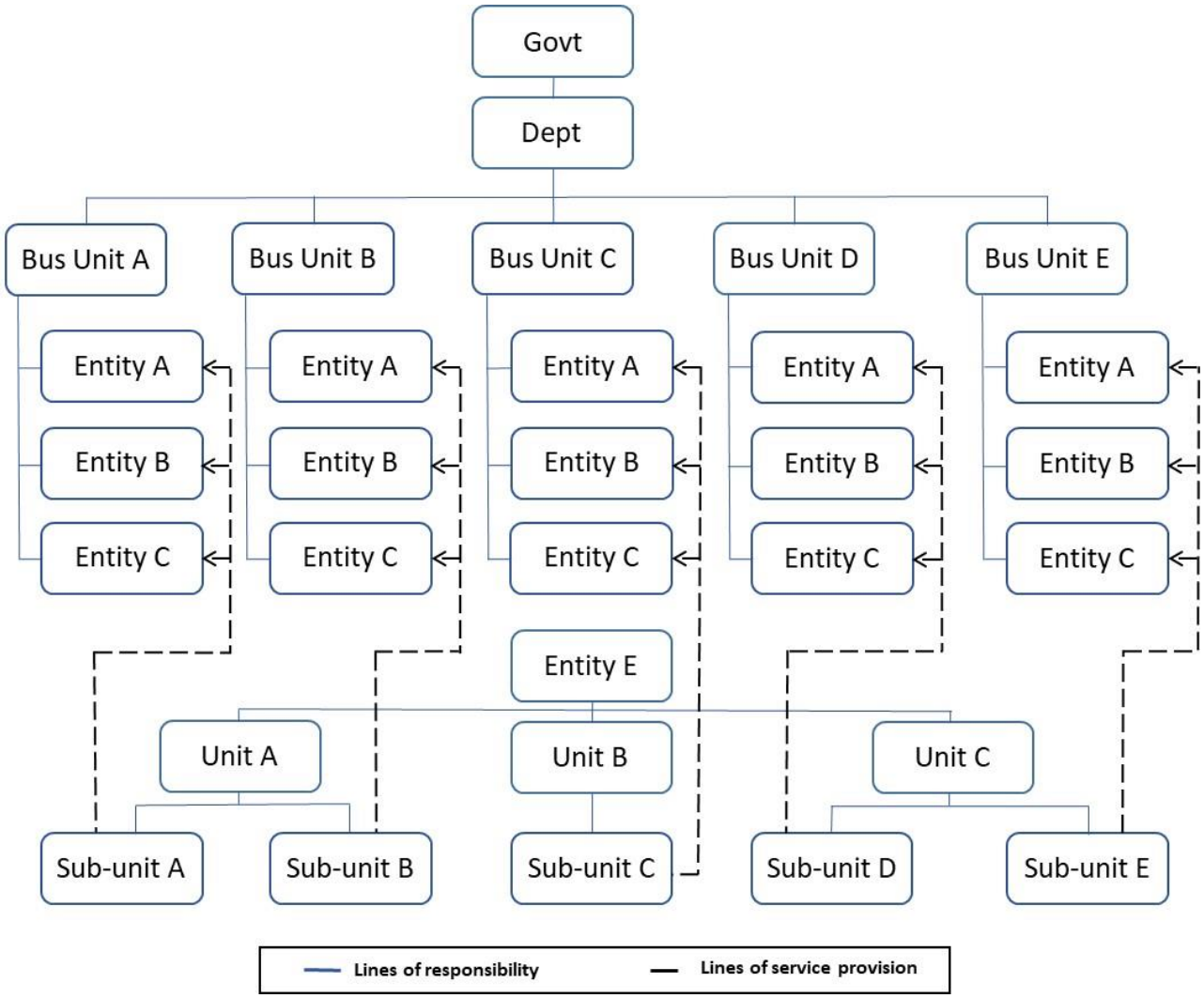


Figure 1.5 Post-change organisational schema (for illustrative purposes only)

This change initiative has primarily had the most impact upon managers/supervisors with little impact upon the end non-manager/ non-supervisor. Many managers experienced a change in role responsibility, changed tasks, changed reporting structure, and in some cases physical relocation. For the most part the non-managers/non-supervisors remain in the same work unit (group), work in the same location, perform the same duties, but now work for a different legal and administrative entity.

In the private sector, the executive manager “change strategist” (Kanter et al., 1992) is usually responsible for initiating major change within the organisation in response to events occurring in the organisation’s environment (either internal or external). By contrast, in the public sector, most change is initiated external to the organisation, which is by Government. In this circumstance the politician/s usually perform the role of change strategist. Executive managers within the public sector organisation is thereby often cast in the role of change manager along with managers/supervisors. The non-manager/non-supervisor on the other hand, is the “change recipient”. The change recipient, the non-manager/supervisor is usually that cohort of employees who are most impacted by the change and yet have the least input into decisions pertaining to the change. They are often cast as passive participants in the process of change. (Kanter et al., 1992).

Public sector organisations are regularly subjected to significant change. It is common for example, for change to occur simply from the outcome of a general election, (irrespective of whether the political affiliation of the Government changes).

The imperatives for the change being studied arise from multiple sources. These sources are linked to the external environment and include state political reform imperatives (such as a change in the ruling party within the state Government); national political reform imperatives (the national Government reforms); local and broader community expectations that decisions over local service matters include community input; and media scrutiny.

A review of change literature indicates it is not the norm for Australian public sector organisations to formally review change initiatives with a view to publishing their findings, with most published findings

restricted to professional based literature and confidential reports. The limited volume of such published findings in the literature limits the growth in the knowledge base on public sector change and the lessons to be learned from the experience of the change initiatives. Even less scholarly work dedicates itself to understanding the impact of change on employees in the public sector. Little knowledge exists of public sector employee's attitudes toward change. In addition little knowledge exists as to whether or not the public sector employee's attitudes have any bearing upon the success of a change initiative.

1.5 Thesis Structure

This thesis consists of six chapters. Chapter one articulates the purpose of this research, defines the aims and research questions, provides a context and background for the research, and outlines the significance of the study. Chapter two explores the literature pertaining to the influencers of employee attitudes to change (that is communication, change turbulence, organisational culture, leadership, organisational level, roles, power distance) and the employee's attitudes to change (that is change cynicism, employee engagement/resistance to change/commitment, self-efficacy, job satisfaction). Chapter three describes the worldview of the study before outlining the research methodology and approach; a two phase convergent parallel mixed method design. It then presents the theoretical framework and elements of the research design adopted to explore the research questions. Chapter four introduces the first phase of the study, the quantitative orientation to the research utilising the results of analyses of numerical data to document frequencies, events, scales, relationships and attitudes, and search for variations across hierarchical levels. Chapter five, the second phase of the study using interview data, discusses the results of the qualitative phase of the research to investigate factors that influence the recipients' job satisfaction through a period of significant organisational change in an Australian public service organisation; in particular differences across hierarchical levels.

Chapter six integrates the research findings from both the phase one and phase two data, and discusses the implications of the quantitative and qualitative phases of the research endeavour.

CHAPTER 2 LITERATURE REVIEW

The structure of this chapter is the result of an evolutionary process arising from the literature review itself whilst being informed by the research questions:

1. What are the factors that influence employee's attitude to change adopting job satisfaction as a marker for the impact of change?
    1.1. What are the factors in the context domain that influence employee's attitude to change?
    1.2. What are the factors in the attitude/attribution domain that influence employee's attitude to change?
    1.3. What are the factors in the organisational process domain that influence employee's attitude to change?
    1.4. What are the factors in the hierarchical domain that influence employee's attitude to change?

The Chapter begins with a review of the literature relating to change in general and change analysis frameworks, followed by a review of job satisfaction literature within an organisational change context (a positive perspective) and then a short review of the literature focusing on the negative aspects of organisational change. The remainder of the literature review is divided into two major sections: organisational influencers of employee attitudes to change; and personal influencers of employee attitudes to change. The first section, organisational influencers of employee attitudes to change, emphasises those factors that influence the employees' attitude toward a significant organisational change and in particular focuses upon organisational communication, organisational culture/structure, organisational leadership, and organisational roles. The second section, personal influencers of

employee attitudes to change, emphasises the actual employee attitudes themselves toward a significant organisational change and includes change cynicism, situation attribution, self-efficacy, change turbulence, and organisational level/hierarchical level.

2.1 Introduction

Whilst this research study is focused upon a positive outcome of the change process, that is, upon job satisfaction, the literature review focused upon elements of employee attitudes to organisational change and those factors that will influence employee attitudes to organisational change. As Wood and Bandura (1989, p. 407) explain:

> *Because organizational outcomes must be achieved through the concerted efforts of others, some of the most important managerial decisions are concerned with how to use human talent and how to guide and motivate human effort. (Wood & Bandura, 1989 p. 407).*

The change process, as well as the resultant change itself, can alter in positive and/or negative ways, the job satisfaction of those working in an organisation undergoing a period of significant organisational change.

Special attention was given to identifying the body of work that included both the private sector and the public sector, noting only a relatively small body of work encompasses the impact of change on public sector employees. Further, even less literature exists that includes the “voice” of one of the important public sector recipients of change [non-manager/non-supervisor]. Whereas a large body of academic work exists that focuses on the negative impacts of a change process, that is cynicism, resistance, projection, denial, the emphasis on individual satisfaction in the research questions enabled the literature review to encompass some of the more positive aspects of the impact of change on the

individual employee (Bordia, Restubog, Jimmieson, & Irmer, 2011; Peus, Frey, Gerkhardt, Fischer; & Traut-Mattausch, 2009; Reichers, Wanous & Austin, 1997; Scott and Zweig, 2016; Wanous & Reichers, 2000).

Although studies outside the Australian context and studies relating to private sector organisations are included in the literature review, the aim of the initial literature review was to access Australian public sector studies.

2.2 Change Framework

The work of Lewin (1947) in the publishing of the "unfreeze, move, and re-freeze" concept laid the foundation for decades of research into organisational change by emphasising the process to be followed to deliver a successful transformational change (Armenakis & Bedeian, 1999).

However, the proliferation of academic endeavour since this seminal work, in the view of some authors, makes Lewin's concept seem somewhat simplistic (Rosenberg & Mosca, 2011). Much of the post-Lewin academic endeavour focuses primarily upon the change process itself (Herold et al., 2007).The role of the individual is considered as just one ingredient in the overall recipe for the success or failure of a change initiative.

In much of the literature, when the role of the individual in the change process is considered, the major emphasis is placed upon the role of the manager/supervisor. The recipients [the non-manager/non-supervisor] of change are largely overlooked and are thereby relegated to the role of being considered one of the sources and causes of why change initiatives fail.

Kotter (1996) identified eight characteristics of successful change initiatives which placed a greater emphasis on the role of the individual as a key contributor to the success (or failure) of the change process. Nevertheless, this increased emphasis on the individual was still primarily focused on the role of the individual as a manager in the process of change and not on the recipients [the non-manager/non-supervisor] of the change.

As mentioned, the body of work focusing on how the change process impacts the non-manager/non-supervisor is relatively small. The theoretical framework developed by Kanter et al. (1992) is one of the significant works that places greater emphasis on the impact change has upon the various types of stakeholders involved in the change process (at multiple levels within the organisation). Within this framework a particular focus is placed upon the recipients [the non-manager/non-supervisor] of change and how they can contribute to either the success or failure of a change initiative. The '10 Commandments for Executing Change' proposed in the framework provides a basis for a progression of organisational change literature to include the attitudes of the recipients of change into the planning of a change initiative (Kanter et al., 1992).

Since the emergence of works by authors such as Kanter et al. (1992) organisational change literature has been expanding to consider not only the change process itself and the role of the manager in the change process. In recent years organisational change literature now includes consideration of the attitudes of individuals impacted by change initiatives and how these will impact the success or failure of a change initiative.

A review of the literature has identified employee attitudes to change extend across a continuum from the negative to the positive. On the negative side of the continuum employee attitudes include hostility,

cynicism, fear of failure, feelings of uncertainty, and resistance. In the middle of the continuum employee attitudes include passivity and ambivalence. On the positive side of the continuum employee attitudes include total commitment and support, empowerment, confidence, and feelings of control (Heyden, Fourne, Koene, Ansari, & Werkman, 2017; Piderit, 2000). The literature has also identified that employee attitudes to change are not predetermined nor are they attributable to a single contributing factor. Rather, employee attitudes are influenced by a number of broad ranging factors. Thus, a significant question is, what are the salient influencers of an employee's attitude to change?

2.3 Job Satisfaction

This research explores the perspectives of both the managers and the non-managers in an Australian public sector organisation during a period of significant organisational change. Specifically, this change-based study explored the influencers of job satisfaction, a positive outcome measure, rather than focusing upon negative outcomes such as change resistance. This Job Satisfaction section of the literature review did not focus on satisfaction generally, but primarily targeted job satisfaction as it related to, or was influenced by, a change process in the workplace.

There is empirical evidence in the literature that suggests there are important benefits from the pursuit of increased levels of job satisfaction by managers during a change initiative. This evidence links increased levels of job satisfaction to more effective employees; less absenteeism; goal congruence; employees that are less likely to leave; employees that are more likely to display loyalty to the organisation; employees that are more satisfied with their lives overall (Amiot, Terry et al., 2006; Audenaert, Carette, Shore, Lange, Van Waeyenberg, & Decramer, 2018; Lund, 2003).

Job satisfaction has been defined as "… a function of the perceived relationship between what one wants from one's job and what one perceives it is offering" (Locke, 1969, as cited in Lund, 2003, p. 222). In the change literature, low levels of job satisfaction are generally understood to include, but are not limited to, increased absenteeism, reduced loyalty and commitment, decreased work effort, reduced work motivation, and increased intention to leave. Thus, managers should strive to identify and maximise those factors in their organisation that will deliver increased levels of job satisfaction, particularly during a time of significant organisational change (Lund, 2003; Sypniewska, 2014, Volpe, Mohammed, Hopkins, Shapiro, & Dellasega, 2015).

Nguyen et al. (2017) in their study of Australian public sector nurses identified that job engagement was significantly positively associated with job satisfaction and also that job satisfaction was significantly negatively related to cynicism about organisational change via the mediating variable of job engagement. The study by Volpe et al. (2015) supports these findings and further found that cynicism explained almost half of the variance in job satisfaction. The data from the NPM change study in the public sector indicated that job satisfaction is directly negatively influenced by change induced stressors and positively influenced by psychological wellbeing (Pick & Teo, 2017). Rafferty & Restubog (2010) in their study of the change process during a merger noted that affective commitment was positively associated with job satisfaction. Further, it has been noted that positive employees can have a positive impact on the outcomes for organisational change (Avey et al. 2008). This indicates that job satisfaction is a valid marker for a positive view of change.

Oreg, Vakola, & Armenakis (2011) highlight the variables such as job satisfaction can be pre-change antecedents as well as change consequences. It is important for researchers to be clear about their use of terminology and the distinction between reactions, pre, during, and post change consequences.

When conducting research, these authors propose that more specificity is required when designing a research study in order to enable a clear distinction between explicit reactions and change consequences.

Research conducted by Lund (2003) explored the relationship between organisational culture and job satisfaction. The study proposed that managers need to recognise the underlying dimensions of their organisational culture and the impact on employee related variables such as job satisfaction, commitment, strategy implementation, and performance. The study findings suggest that increases in consensus and cohesion, teamwork, loyalty, innovation and entrepreneurship led to increased job satisfaction. For managers seeking to promote greater levels of job satisfaction in their employees should focus their efforts on increasing these employee related elements of organisational culture.

Amiot et al. (2006) investigated the stress and coping perspectives of employees' adjustment to a significant change event, for example, a merger. This study, amongst other things, studied the relationship between stress, self-efficacy, and coping mechanisms on job satisfaction. Job satisfaction in the study was deemed an important factor as it was associated with increased levels of job performance, lower intentions to leave, and less turnover. It was found that study participants who felt they had been consulted regarding the rollout of the change, who felt that leaders had been effective during the change, and who felt informed throughout the change, identified stronger feelings of self-efficacy and ultimately increased levels of job satisfaction relative to those who did not. One conclusion from the study was that during times of organisational change, a managerial approach to the change that communicates a clear vision, seeks ideas from employees as part of the change process, and considers their needs and concerns will most likely be effective in promoting higher levels of self-efficacy and ultimately more positive job satisfaction by employees.

Chinomona, Popoola, and Imuezerua (2017) conducted a research study of 200 registered companies in Gauteng province in South Africa. They investigated the impact of empowerment, ethical climate, organisational support, and top managers' commitment on employee job satisfaction. They hypothesised, and the study findings supported: 1) There is a positive relationship between employee empowerment and employee job satisfaction; 2) There is a positive relationship between ethical climate and employee job satisfaction; 3) There is a positive relationship between organisational support and employee job satisfaction; and 4) There is a positive relationship between top managers' commitment and employee job satisfaction. Clearly then, from this study, increases in employee empowerment, promoting an ethical organisational climate, organisational support, and top managers' commitment will yield increased levels of job satisfaction.

An Australian study into the effect of the introduction of 'New Public Management' (NPM) on public sector middle managers conducted by Pick and Teo (2017, p. 707) defined NPM as follows:

> *NPM change is characterised by devolution and delegation of authority and autonomy, including privatization, which is part of the broader shift to 'post bureaucratic' forms of organizations driven mainly by the need to cut costs as well as increase efficiency and flexibility.*

The study found: The Implementation of NPM change initiatives is positively associated with middle managers' participation in the change decision-making processes; the implementation of NPM change initiatives are positively associated with the level of change information given to middle managers; there is a negative association between the amount of change information received by public sector middle managers and change-induced stressors. Further, there is a negative association between NPM

change-induced stressors and the psychological well-being of these public sector middle managers; there is a positive association between psychological well-being and job satisfaction of public sector middle managers; and there is a negative association between NPM change-induced stressors and job satisfaction of public sector middle managers.

The study found there is not an association between the NPM change initiative type and change-induced stressors for public sector middle managers; and there is a positive association between the extent to which public sector middle managers participate in the change management decision-making processes and change-induced stressors. The provision of change information reduced the stressors caused by the internally focused change. On this basis then, the 'need for information' appears to be a significant influencer on the attitudes of public sector middle managers.

Pick & Teo, (2017), also found that for public sector middle managers experiencing internally focused change, the participation in change decision-making had no significant effect on change-induced stressors. This finding is contrary to other studies (Bordia, Hobman, Jones, Gallois & Callan, 2004; Bordia et al., 2011; Stewart & Kringas, 2003). Pick & Teo (2017), suggest that this may be due to expectations that middle managers are the managers of change as well as the recipients of the change (Hassard, McCann, & Morris 2009; Huy 2001). On this basis then Pick & Teo, (2017), posit that the public sector middle manager in Australia possibly perceives a difference between 'management of change' and 'participation in change', "that might be connected to a sense of being unable to influence events outside their immediate span of control" (p. 718).

An earlier public sector study conducted by Teo et al. (2016) explored the reactions of public sector employees to change, how person-organisational fit mediates the relationship between motivation and

job satisfaction, how person-organisational fit mediates the relationship between change-induced stressors and job satisfaction, the assess the impact of participation and change information upon public service employee motivation and change-induced stress. The findings from the study found that a number of context specific, change-induced stressors led to increasing strain and job dis-satisfaction amongst public sector employees. Providing information was identified as a significant contributor to reducing the impact of these specific change-induced stressors. They also found that participation in decision making did not have a significant impact on reducing change-induced stressors and noted that this was not a surprise due to the conflicting findings from various studies relating to the impact of change-induced stressors and participation in decision making. Interestingly, despite this finding regarding the impact of participation in decision making not having a significant impact upon reducing change-induced stressors, they did find a positive correlation between participation in change decision making and public service employees' motivation. From their study they found that motivation has a mediating effect upon person-organisation fit which in turn suggests that motivation influences the employee perception of their fit within the organisation which in turn influences the relationship between motivation and job satisfaction. They conclude that it is critical for employees to be engaged in the change process via the provision of change information and participation in the change decision-making.

The path analysis data, from this study, indicated that job satisfaction is directly influenced by change-induced stressors and psychological wellbeing. The analysis also found that job satisfaction was indirectly influenced by internally focused change through the mediating variable change information. Further, it was found that job satisfaction was unlikely to be impacted, for internal change initiatives, whether or not the middle managers participated in decision-making.

According to a study by Van der Voet and Van de Walle (2018), job satisfaction for managers in the European public sector can be influenced by the level of autonomy afforded by politicians in a change initiative, specifically a change initiative that includes cutbacks, that is, a reduction in resource consumption and activity. In their study, political interference and managerial autonomy were found to be significant influencers of job satisfaction for top-level public sector managers. In change initiatives requiring a cutback of resources employed, managerial autonomy was found to be both strongly and positively correlated to job satisfaction. Political interference had a strong negative correlation to job satisfaction. The study also found that cutbacks did not, of themselves, have a material or direct impact upon job satisfaction. There were a number of indirect impacts which had a relatively small negative impact on job satisfaction, including hiring freezes, postponing future programs, and cutting back office services (for example Human Resources, or Finance). Thus, maintaining managerial autonomy and minimising political interference will have a positive impact upon managerial job satisfaction.

Lindorff, Worrall, & Cooper (2011) compared and contrasted the well-being perceptions of both public sector and private sector managers in the United Kingdom and Australia during a period of organisational change. The focus of the study was upon hard change, that is, cost-cutting, redundancies, and delayering for example. The underlying hypothesis, which was supported by the study, was that these hard changes represented a breach of the psychological contract between employer and employee which resulted in reduced well-being for managers, reduced job security, and loyalty, reduced performance, effectiveness, and profitability. It was observed from the study that directors were more positive about the change, their job and the organisation, than were lower level managers. It was also found that the negative effects of hard change were strongest in the public sector.

Whereas the preceding authors have focused on increasing job satisfaction throughout a change process, not all studies focus on increasing job satisfaction on its own. The research conducted by Warr & Inceoglu (2012) found that pursuing demand-led dissatisfaction can be used to raise employee levels of engagement. The research focused upon job-fit as it relates to job engagement and job satisfaction. Findings from the study suggest that job engagement and job satisfaction were associated with job-fit. Job engagement was found to be associated negatively with job-fit and job satisfaction was found to be positively associated with job-fit. The research findings suggest that in addition to reducing all cases of poor job-fit might contribute generally to improved job satisfaction, there is benefit in simultaneously increasing some elements of poor job-fit that will increase levels of demand-led dissatisfaction, for example, setting difficult (but realistic) objectives or using challenging performance based remuneration systems.

2.4 Employee Engagement/Resistance to Change/Commitment

Much has been written about resistance to change as being a major cause of the failure of change initiatives. Traditionally, literature is focused on either strong resistance or strong support for a change initiative (Hoag et al., 2002; Kanter et al., 1992; Peus, Frey, Gerkhardt, Fischer; & Traut-Mattausch, 2009). Less consideration is given to the passive characteristics of resistance to change, such as ambivalence (Piderit, 2000).

Resistance to change can be considered as a continuum which extends from strong resistance, to ambivalence and on to full blown support (Hoag et al., 2002; Piderit, 2000). Piderit (2000) proposes that attitudes toward change should be considered along three dimensions, that is emotional, cognitive, and intentional, and if any one of these dimensions are negative then it is likely that ambivalence will exist (noting ambivalence does not necessarily lead to negative behaviour). This reasoning concludes that a

multi-dimensional view of employee attitudes to change may result in better predictive accuracy when considering employee responses to change. Further study into the potential of viewing attitudes to change as a multidimensional response is warranted.

Understanding employees' commitment to change is a significant factor in improving the likelihood of success of a change initiative (Parish, Cadwallader, & Busch, 2008). Whilst it is common for managers to blame employee resistance to change as the primary reason for the failure of a change initiative, be it through open resistance to change or passive measures such as absenteeism or staff-turnover, it is not always the staff who are to blame (Hoag et al., 2002; Oreg, Vakola, & Armenakis, 2011).

Leadership and culture can be major obstacles to successful change initiatives. Thus, managers that fail to provide leadership at the level expected by staff contributes to the creation of a culture of resistance to change (Hoag et al., 2002). Resistance to change also manifests itself through employee negative perceptions of the change upon their concerns about future employment and the threat to their livelihood (Guttman, 2008). Employees prefer the 'devil they know' and exhibit turf protecting behaviours when faced with change. Employee perceptions of their own abilities and their capacity to perform after the change also limit their support for a change initiative. Specifically, employees have to perceive the processes underlying the changes as fair and feel that they have been treated appropriately and been given adequate information about the changes and the reasons for them (Peus et al., 2009).

Kanter et al. (1992) propose that the reasons for resistance to change are 'reasonable and predictable' when recipients' perceptions are considered. They write (p. 380):

> *Recipients [the non-manager/non-supervisor] [of change] appear in the organization change literature primarily as sources of resistance. However, what is vital to a successful change effort is understanding how recipients perceive the change and how they experience it.*

They go on to explain that resistance can stem from recipients [the non-manager/non-supervisor] perceptions of loss of control, too much uncertainty, turbulence, lack of consulting, concerns about competency in the future changed state, increased demands, disruption, loss of face, historical resentments, and feelings of loss.

Despite an overwhelming body of literature devoted to the concept of resistance to change being a negative phenomenon, not all the literature concurs (Erwin, & Garman, 2010; Nord & Jermier, 1994). For example, Ford, Ford and D'Amelio, (2008, as cited in Peus et al., 2009) hold the view that resistance to change can actually be a potential contributor to successful change. This is true if resistance is viewed as being a contributor to the overall build-up of momentum of the change (that is, it motivates employees to discuss the change). Further, resistance can be positive if it is viewed as a contributing source of information in identifying any unnecessary, impractical, or counterproductive elements in the design or conduct of the change process (Peus et al., 2009).

Through a multi-level study Fedor et al. (2006) examined how change affected the individual at the work unit level of the organisation and the interaction of unit and job-level factors. The responses of individuals affected by change were examined to determine whether there are differences between a) levels of commitment to the change and b) stronger commitment to the organisation. These authors found that:

> *(a) commitment to the change and the organisation are not impacted in the same way by organisational change and (b) that individual's reactions to change are based on a complex calculus reflecting different aspects of the change and its consequences. (p. 20)*

Employee commitment tends to increase when the impact upon employees is low, irrespective of whether the change has either a favourable or unfavourable impact on them (Peccei, Giangreco, & Sebastiano, 2011). At the work group level, the commitment to change was low when change was perceived to be unfavourable for the work group members collectively, irrespective of the extent of change at the individual level. Commitment to the organisation increased when employees saw efforts are being:

> *… made to improve work unit functioning, perhaps seen as management's commitment to remain competitive and improvement organisational performance. (Fedor et al., 2006, p.21)*

Some authors challenge the claim that employees actually resist change. For example, Dent & Galloway Goldberg (1999) propose that rather, they will resist the unknown or loss of control (that is, being dictated to), or ideas from managers that an employee does not believe to be practical or feasible from the point of view of the employee. Thus, an examination of employees' experience of change from a subjective perspective may in fact reveal that employees do not necessarily resist the change itself, but rather they resist the perceived undesirable outcomes of the change. On this basis, it could be argued that the concept of resistance to change as originally envisaged has been transformed from a system concept to a psychological issue.

2.5 Influencers of Employee Attitudes to Change

This section of the chapter emphasises those factors, both at the organisational and the personal level, that influence the employees' attitude toward a significant organisational change. In particular, this

section explores the literature identifying those factors influencing the attitudes to change of employees at different hierarchical levels, and in different roles.

2.5.1 Organisational factors

From the literature review, four organisational factors were identified to be significant influencers of employees' attitudes to change: communication, organisational culture/structure, leadership, and roles.

2.5.1.1 Communication

Evidence from the change management literature confirms that change brings uncertainty for many employees, and this uncertainty is not always seen as a desirable state for either the employee or the organisation. However, some authors posit that a temporary state of uncertainty is necessary and can be used as a positive influence for change (Heifetz et al., 2004; Quinn, 1996). Uncertainty presents itself in many forms, including, uncertainty about the change itself; uncertainty about the rationale behind the change; uncertainty about the change process; uncertainty about job security; uncertainty about their future role; uncertainty about their workload after the change is complete; and uncertainty about the expected outcomes of the change. The literature highlights the importance of effective communication aids in the acceptance by employees of uncertainty being a necessary part of the change (rather than avoidance of the uncertainty). Acceptance of the uncertainty assists in resolving this uncertainty for employees (Allen, Jimmieson, Bordia & Irmer, 2007). As Lewis (1999, as cited in Elving, 2005, p. 44) states:

> *The empirical picture that is slowly emerging indicates that communication process and organisational change implementation are inextricable linked processes.*

Communication has positive correlations with organisational outputs such as job satisfaction, organisational commitment, with communication failures being linked to employee stress, job

dissatisfaction, absenteeism, low levels of trust and decreases in organisational commitment (Husain, 2013; Peus et al., 2009; Ruck and Welch, 2012).

Communication can be a powerful influencer of employee attitudes to change. Employees who feel informed about the changes that are occurring feel they will be able to apply the changes and enhance their willingness to engage in the change initiative (Straatmann, Kohnke, Hattrup & Mueller, 2016). Communication has the capacity to influence employee resistance to change (or change receptivity), Communication can effect organisational readiness for change. Communication can be used to inform employees about the change and how it will affect their personal work situation. Communication can create a sense of community or community spirit within the organisation. Communication creates the conditions for employee commitment to the change. Communication and to influence employees feelings of uncertainty and job security (Elving, 2005). This has been illustrated in Figure 2.1.

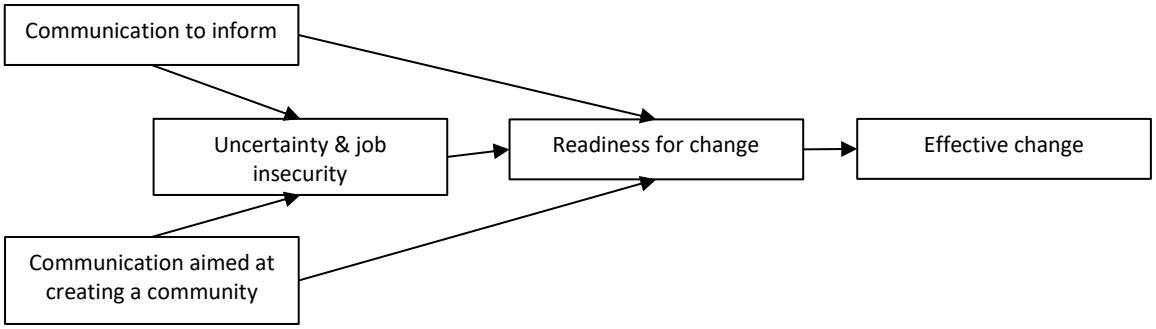


Figure 2.1 Conceptual model of communication during organisational change (Elving, 2005)

The change management literature provides insights into what characteristics effective communication should exhibit. Effective communication should be focused to meet the needs of a broad audience. Successful change initiatives require buy-in from a broad section of the employee population. A critical mass of support must be achieved for sustainable change. Traditional/formal communication will not be

enough, but rather innovative communication is required that reaches all employees (Kotter, 2006, 2008; Ruck & Welch, 2012). Effective communication should be honest and frank when delivered to employees. Leaders should communicate openly and include people in the communication delivery strategy known within the organisation to have earned the trust of their fellow employees. Effective communication should not just be information sharing from the top down, but should be two-way, and be characterised by real dialogue at multiple levels within the organisation, enabling managers and employees to interact in a process aimed at achieving consensus (DiFonzo & Bordia, 1998; Kanter et al., 1992).

Effective communication should be flexible and adaptive and engage employees at all levels of the organisation. In their communication with employees, senior executives should acknowledge the fears and concerns of employees, legitimise and objectify them rather than trying to minimise them. As the change initiative unfolds, effective communication should frequently include a discussion of the future to inform employees about the major concerns the employee is facing (which are usually related to job security). Additional issues that arise throughout the change (not covered by the core change message) should be acknowledged. They should be considered in a light consistent with the core message. For example, view existing concerns as able to be addressed through improvements arising from the change process. The change should not rely upon rigid traditional communication channels alone (for example the company newsletter), as they are generally not adequate to deliver the timely two-way communication required in a change initiative (Clampitt, DeKoch, & Cashman, 2000).

In any change initiative good communication is an important tool to enhance recipient receptivity and support for the change initiative, especially if messages are appropriately prepared, well targeted, and delivered in a manner preferred by the recipient (Frahm & Brown, 2007; Goodman & Truss, 2004; Peus

et al., 2009; Simoes & Esposito, 2014). Also, effective change messages need to be aligned with the strategic vision of the organisation as it strives to move from the current state to the ideal state. To be effective, the change message must be true to the culture and values of the organisation, must be real and persuasive to the recipients [the non-manager/non-supervisor], and preferably be linked to prior organisational successes (Armenakis & Harris, 2002).

To assess whether or not a communication effort has been effective it is essential to receive feedback from the target audience in order to validate whether the intended goals of the communication were achieved. Open, vertical information flow from employees to executive managers is essential to avoid potentially threatening issues and to reduce the likelihood of employee cynicism toward the change. Opportunities and mechanisms for open two-way communication need to be designed into the overall change process. For example, informal meetings between top managers and employees, creation of task forces to deal, discuss and resolve issues arising through the change initiative (Beer & Eisenstat, 2000). The effectiveness of this two-way communication across hierarchical levels needs verification to ensure that a common understanding, action, and thinking has occurred (Nelissen & Van Selm, 2008).

Hierarchical level has a real impact upon the effectiveness of communication. The conventional approach to communicating information about a change initiative is top-down, that is, linear communication. Witherspoon & Wolhert (1996) found this approach to communication flawed, as much of the information flow stops at the supervisor level with the recipients [the non-manager/non-supervisor] often left to interpret and understand the change from within an information vacuum. This linear communication of “sender-message-receiver-feedback” results in a “glass ceiling” at the manager/supervisor level and may have a negative impact upon employee receptivity to change (Frahm & Brown, 2007).

Effective communication will take into account not just the message content embedded within the communication, it will also consider the communication channel and ensure both are focused on meeting the needs of the target employees (Allen et al., 2007; Ruck & Welch, 2012). Thus, this linear communication limitation can be addressed through increasing the use of non-linear methods of communication (for example intranet, discussion boards, newsletters). By-passing the traditional organisational communication channels enables communication to be disseminated to all levels of the organisation thereby reducing the glass ceiling effect commonly experienced by the recipients [the non-manager/non-supervisor] of change. There is potential in actively involving employees, in making them feel included and therefore more receptive to change (Frahm & Brown, 2007).

Timely two-way communication is a significant element in a change initiative (Clampitt et al., 2000). This view lends support to the concept of "voice" as identified by (Bryant, 2006) who stated that it was important for employees to know they had avenues to express themselves with an expectation they would be heard by managers. They needed a means by which they might "voice" their concerns about organisational change in order to highlight things that were not working and to communicate ideas about new ways of doing things with an intent to make things better. In this context, voice can also be used to highlight poor decision-making, again, with the intent to make things better.

2.5.1.2 Organisational Culture/Structure

2.5.1.2.1 Organisational Culture - General

Organisational culture is an ambiguous concept, which can be difficult to define. For the purposes of this paper, the definition used by Hoag, Ritschard, and Cooper (2002) is adopted where organisational culture is defined as:

> *The emotional environment shared by members of the organisation. Culture reflects how staff feel about themselves, the people for whom, and with whom, they work and about their jobs. (Hoag et al., 2002, p.11)*

For sustainable and successful change, it is important for the change to become embedded in the organisational culture. This requires leaders to intentionally demonstrate how the new processes, behaviours and attitudes have improved organisational performance. Recruitment practices need to ensure that new employees to the organisation and Board members are selected using criteria that ensures they are committed to sustaining the change (Kotter, 2007).

A significant influencer of organisational culture is the organisation's structure. The academic literature suggests that change agents generally start the change process by influencing or changing the knowledge and attitudes of individual employees, that is changing the organisational culture, which will hopefully lead to changes in employee behaviours. It makes sense that the change in employee behaviours as a collective will lead to organisational change. By placing employees into a new organisational structure, the new roles, responsibilities, and relationships imposed by the new structure will force changes in individual employee attitudes and behaviours thereby changing the organisational culture. In other words, the new organisational structure itself will force a change in the organisational culture (Beer, Eisenstat & Spector, 1990).

Strategies for implementing change need to be culturally appropriate for the organisation. Cowley (1997) observed that the organisation studied had an organisational culture of high personal independence and trusting management style. In this environment, successful change initiatives were found to have a strong linkage to the commitment of senior leadership and how they used their relationship skills and knowledge to: 1) promote the creation of a strong guiding coalition, 2) to personally communicate support for the change publicly, and 3) to influence the informal networks

within the organisation. These actions promoted personal engagement by employees that in turn increased accountability to implement and sustain the change initiative.

Organisational culture can also be viewed as having multiple components, which evolve over time and help shape employee perceptions of themselves and their work environment. Historical successes and failures, executive managers, and the core technologies of the organisation influence these components. During change initiatives, it is common for these component parts to come into conflict resulting in the constraining of the change initiative. Senior executives need to recognise that effective communication between these components is essential to bring about understanding that each component has its own assumptions, language and validity. Sustainable change in organisational culture involves enabling on-going cross-cultural dialogue (Schein, 1996).

One of the ten commandments for successful change proposed by Kanter et al. (1992) for successful change requires change to be reinforced and institutionalised. This requires top managers to be visibly committed to the change process. To change behaviours on a sustainable basis, managers are required to develop reward systems that provide incentives for the incorporation of new behaviours into the daily work life of the organisation.

The constant change experienced by the organisation has made it difficult for changes to be reinforced and embedded in the culture of the organisation. This state of constant change in the organisation could result in similar negative outcomes to the findings of Hoag et al. (2002) that constant change can lead to dysfunctional management outcomes, from the employee perspective.

The academic literature highlights that during change, some employees may have trouble disengaging from the old organisation, as they feel a sense of loss with having to "let go" of the old and highly-valued structures, methods and rules (Amiot, et al., 2006; Nadler, 1987, as cited in Jones et al., 2008). This is especially so if people have been socialized to appreciate the values, norms and organisational history, and whether beliefs and values are shared throughout the organisation (Jones et al., 2008).

2.5.1.2.2 Organisational Culture - Power Distance

Power distance has its roots in Hofstede's 1980 book, "Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations". Hofstede's work focused upon culture from a national perspective and identified four dimensions of culture that are differentiated across nations.

The cultural dimensions he identified are summarised by Rinne, Steel, and Fairweather (2012) as follows:

- The first cultural dimension is individualism versus collectivism;
- The second cultural dimension is large versus small power distance;
- The third cultural dimension is strong versus weak uncertainty avoidance is; and
- The fourth cultural dimension is that of masculine versus feminine values.

There is a large body of academic literature based upon Hofstede's findings around power distance, from a national cultural perspective with a lesser body of work being based upon the impact of culture from the individual's perspective.

One definition of power distance is provided below.

> *Power distance is described as the extent to which individuals accept unequal distribution of power among people at different levels in society. (Hofstede, 1980, 1991, as cited in Vidyarthia, Anandb, & Lidenc, 2014):*

A similar, but more individualistic definition of power distance is provided by Hofstede as follows:

> *The perceived difference (inequality) in the amount of power (influence) that a supervisor has compared to that of a subordinate. Importantly, the magnitude of this inequality is accepted (valued) by both the supervisor and the subordinate and is reinforced by their social and national environments. (Hofstede, 2001, as cited in Daniels & Greguras, 2014)*

Hofstede (2001), also linked power distance to culture and the ability to find equilibrium between the powerful and the less powerful:

> *Culture sets the level of power distance at which the tendency of the powerful to maintain or increase power distances and the tendency of the less powerful to reduce them will find their equilibrium. (Hofstede, 2001 pp. 83-84, as cited in Daniels & Greguras, 2014)*

Liu and Liao (2013) examined power distance from a hierarchical perspective within an organisation and the role of leaders and their teams. In particular their research focused on the effects of transformational leadership on employee's speaking up, that is, exercising their voice. Within this context, power distance refers to hierarchical cognition in organisational structure, whereas structural distance refers to a hierarchical line originating from broader factors such as division of labour. Their research found that the more complex the organisational structure is, the greater is the hierarchical distance between the leader and their followers. The research findings found that employees with low power-distance were more likely to speak up with recommendations for improving the change than were employees with high power-distance. Their research also found a more positive linkage between transformational leadership at the indirect level and employees speaking up than was the case between transformational leadership at the direct level and employees speaking up – this was contrary to the researchers' expectations.

Power distance has also been considered in the context of the relationship between leaders and their teams. Because leaders act as formal heads of their work groups, it is contended that their disposition toward power distribution symmetry affects the extent of their influence on employees' outcomes. Leader's power distance is an important aspect of the group context which influences all interactions between the leader and the rest of the group members (Lian, Ferris, & Brown, 2012; Vidyarthia, Anandb, & Lidenc, 2014).

Some writers have extended the work of Hofstede by examining how the impact of power distance from a national perspective translates to the individual. For example, Vidyarthia et al. (2014) found that members of high power distance cultures expect and accept a multi-layered structure with a high degree of asymmetric power distribution between individuals at different hierarchical levels. In contrast, individuals who subscribe to low power distance favour an egalitarian structure with relatively more even distribution of power among the ranks. Because of considerable individual level variance within a society, researchers have moved away from societal indices of cultural variables, such as power distance, in favour of assessments of individual perceptions of culture, including power distance.

Also, at the individual level Cole, Carter and Zhang (2013) consider the relationship between individual power distance and team power distance with an emphasis on the congruence between the two and how this might impact employee's job satisfaction. The research conducted was based upon an assumption that the behaviours of employees is a function of the interactions between a person and his or her environment where a good fit (or match) in values produces positive outcomes and a poor fit (or mismatch) in values results in negative outcomes. Indeed, research has consistently demonstrated that

when individuals' values match those of their employing organisations, they are more committed, more satisfied, and wish to continue their employment relationship.

In an Iranian study by Rafiei and Pourreza (2013), the researchers suggest that in high power distance organisations, employee commitment and job satisfaction are likely to be low due to high power distance culture". The study found that power distance had a moderating effect upon the relationship between employee empowerment and job satisfaction and supported their hypothesis that in high power distance organisations, employee commitment and job satisfaction are likely to be low.

Robert, Probst, Martocchio, Drasgow and Lawler (2000) proposed a hypothesis whereby perceptions of a strong emphasis on empowerment in the workplace are more strongly (positively) associated with job satisfaction in horizontal (low-power-distance) societies relative to vertical (high-power-distance) societies. In vertical societies, there may be either a negative relationship or no linear relationship. Their findings revealed their examination of the paths from empowerment and continuous improvement to job attitudes provides some support for their hypothesis which predicted that an emphasis on empowerment in the workplace is associated with higher job satisfaction in more horizontal (low-power-distance) societies relative to vertical (high power-distance) societies.

2.5.1.3 Leadership

The literature suggests that during periods of significant organisational change, good leadership is an important element in the successful change initiative or renewal process and should not be underestimated. Many change initiatives fail because of a lack of strong leadership (Herold et al., 2008).

A definition of leadership proposed by James (2005, as cited in Appelbaum, et al., 2008) was that leadership is the process of providing guidance which is carried out in order to achieve goals and to improve the organisation.

Leadership is not just limited to the CEO supporting the change. For a change initiative to gain sustainable momentum it is important that there is a powerful guiding coalition of senior executives and other key stakeholders that are committed to the change and who will use their position, influence, reputation, and technical expertise to support the renewal process. The guiding coalition should work outside the normal hierarchical structure of the organisation, as this formal structure is often a barrier or inhibitor to major change. Communication and trust within the coalition is essential. The guiding coalition is responsible for developing a common vision of the future (and of the required change) and then communicating it to the organisation (Kotter, 2007).

Additional support for this view is found in the work of Kanter et al. (1992) where they emphasise the need for strong leaders whenever any large-scale change initiative is undertaken. The role of the leader is to guide the change, drive the change, inspire employee support for the change (throughout the organisation at all levels), and to establish an organisational structure that rewards supporters of the change.

Some of the literature considers leadership from a negative perspective (Hoag et al. 2002), for example, considered the characteristics of poor leaders and weak managers. Their research found that poor leaders had no vision, that is, they lacked plans and goals and had no strategy. The poor leader suffered from analysis paralysis and were poor communicators when their organisation was seeking an articulation of a clear direction for the future. The poor leaders were found to be unable to muster

support because managers could not articulate the need for change effectively and did not give the appearance of being committed to the change themselves. Respondents in their research cited an obstructive senior team as demonstrating poor leadership, that is senior managers seemed more concerned about themselves than they were about the organisation, that thy had adopted a 'not yet' attitude whereby managers were committed to change 'but not yet'. Their research also found that respondents perceived management as having a belief that the need for change is only temporary, things will get back to normal. In other instances the respondents perceived that some managers held a view that there was no reason to change, that what has worked in the past will work in the future.

Dunphy and Stace (1993) contend that different circumstances demand different styles of change leadership. They propose that transformative change often demands choosing between participative/collaborative approaches to leading change and the directive/coercive approaches to leading change.

Graetz (2000) has observed that the increasing levels of change in an organisation's external and internal environment (for example increasing globalisation, deregulation, the rapid pace of technological innovation) has made the leadership of change one of the most important tasks of senior executives. But in contrast to Dunphy, and Stace (1993), Graetz (2000) places emphasis upon the participatory/collaborative style of change leadership as a key to successful change, which is where the leader walks the talk, has strong interpersonal skills, is more open and communicative, collaborative and participatory.

Peus et al. (2009) found that a vision that is inspiring justifies sacrifices on the way to achieving it, is an important element in successful change initiatives. A key role of leadership is to develop and

communicate just such a vision. The vision should set high performance expectations but simultaneously provide support in reaching the goals set. For Peus et al. (2009) the relationship employees have with their managers is a significant influencer of employee perceptions and responsiveness to the change. Similar to the findings of Kanter et al. (1992) a trusting relationship is very important, but must be genuine and not just a profession of trust. Roger (2003, as cited in Peus et al., (2009)) states that research highlights not only whether or not the execution of the change has been adequate, but more importantly how the leaders of the change embody the vision, values, strategy, motivation, and inspiration.

Adaptive leadership involves acknowledging that, as a leader, you don't have all the answers in all situations. There is a recognition that multiple stakeholders working together can effect change in situations where no one stakeholder has the authority to effect change. Adaptive leadership is different to technical leadership. Technical problems are where the problem is well define, the answer is known, implementation is clear and the solution can be imposed by a single organisation. Technical leadership is required to solve technical problems. Adaptive challenges are where the challenge is complex, answers are not known, implementation required learning, and no single organisation has authority to impose the solution. Often adaptive leadership can involve distress and disequilibrium for participants in a change process. A critical task of adaptive leadership is to harness this distress and disequilibrium and ensure it remains productive and at a level that motivates change. In order to define and solve the problem, adaptive leaders must ensure that all stakeholders are heard, not just the loudest or most powerful. Engaging diverse stakeholders is an important challenge to overcome for the adaptive leader (Heifetz et al., 2004).

There is a considerable body of academic literature devoted to both the process of change and the role of leaders and managers in a change initiative. The literature provides useful insights into the process of change and the roles that the various participants play in the process of change. Insights are provided into the importance of communication in the change process, the necessity for strong leadership, the negative and positive impacts of change turbulence, the causes of cynicism, the manner in which culture can affect the success of the change, organisational structure, and the ambiguity associated with the concept of resistance to change.

2.5.1.4 Roles

Within the organisational setting, roles can be viewed and understood as generalised expectations of behaviour, rights and duties which enable social interactions and assist employees to understand how they should behave and how they can succeed within the organisation (Gjerde & Ladegard, 2019).

Modern role theory was first formalised in the 1920's but according to George (1993) (as cited in Wickham & Parker, 2007), organisational role theory has been relatively dormant during the period from the 1960's to the 1990's. Other than for the emergence of the "work life balance" concept, there has been relatively little reconceptualization of organisational role theory. Since the 1960's particularly, organisational role theory has provided insights into the workplace behaviour of employees and is also an important theory contributing to human resource management (Wickham & Parker, 2007). An individual plays many roles in life which are deemed to be ubiquitous in nature and can exist either separately, or simultaneously, that is many at the same time. These roles can be played out in a multitude of settings: at home, in the family, at work, in social gatherings, in the community and many more.

All individuals have a multitude of roles that exist beyond their organisational roles. Brewer and Gardner (1996) explored the concept of social identity whereby the social self is differentiated: as either relational (individual) or collective (group). Whilst Wickham and Parker (2007) suggest that the relational self is derived from interpersonal relationships whilst the collective level of self is derived from the impersonal group collective, with the welfare of the group being the focus of motivation. The individuals can be fathers, brothers, sisters, mothers, friends, enemies, mentors, or colleagues, to name a few. All these roles exist simultaneously whether the individual is in the social setting or in the organisational setting. The individual is constantly moving between roles and enacting multiple roles simultaneously and may at times experience conflict between these various roles. Within the organisational context (and the social context) each of these roles has the capacity to have an influence, either positively or negatively, either directly or indirectly, upon an individuals' perception of their job satisfaction (Wickham & Parker 2007). The social identity of the individual links to the value and emotional significance attached by the individual to their membership of a social group Tajfel (1978, as cited in Sluss, Van Dick & Thompson, 2011). Membership of the group, it is noted, does not define the degree to which the individual feels connected to the group. Identification (with a group, category or role) serves the individual's needs for belonging and safety, and so the individual who identifies more strongly with their role will have more of their needs satisfied.

Roles provide the framework within which interdependencies for individuals, and organisations, can be structured to create an interconnected network of tasks and responsibilities. Organisational roles and the relationships they define have a material influence on the individual's identity and experience in the work place. Within an organisation, people become, at one time or another, an employee, a subordinate, a manager, a department member, a colleague, a team member, and so on. Understanding behaviour within an organisation requires an understanding of the dynamics and

processes of role identity, that is, how the individual occupying a role makes sense of their role (Sluss, Van Dick, & Thompson, 2011).

Role theory includes the concept of role taking, defined as the process of organisational members learning and accepting roles through organisational socialization, instruction, and feedback (Katz & Kahn, 1978, as cited in Wickham and Parker, 2007). Both Biddle, 1986, as cited in Sluss, Van Dick, & Thompson, 2011 and Wickham & Parker, 2007 indicate role taking also involves individuals assuming expected roles to align their actions with social norms, viewing themselves as objects of a desirable social transaction. The process by which two individuals shape and reinforce desired roles through reciprocation, or role making, is aimed at increasing mutual trust and exchange of benefits that often occur between a leader and a member. Aspects of this kind of role making are: leader-member exchange, role consensus, role compliance, and role conflict.

Roles are dynamic, especially in periods of significant change (Caldwell, 2004). Roles can be ambiguous, or found to be in conflict. Within the body of literature on role theory, role crafting is a concept that involves the establishment of roles within an organisation, and the changing of roles across time. Establishing a role involves the defining, negotiating, and crafting of the role within the network of roles already existing within the organisation. It includes role making/taking, role definition, role innovation, and role clarity (Sluss, Van Dick, & Thompson, 2011). The literature has identified that the concept of role crafting applies broadly across the organisation, including for employees and also for leader roles (Demerouti, Bakker, & Gevers, 2015; Gjerde & Ladegard, 2019; Miraglia, Cenciotti, Alessandri, & Borgogni, 2017). In the research conducted by Gjerde & Ladegard (2019) it was posited that meeting role expectations is important for leaders who wish to be perceived as effective; it was important for leaders to show integrity and appear authentic in order to establish and maintain

relationships that were essential for successful performance. Within this context it is possible for internal and external leader role identities to come into conflict. This is especially so during a period of organisational change when a leader takes on a new position/role and attempts to "claim" a leader identity that she or he may not necessarily be "granted" by her or his new (potential) followers (DeRue & Ashford, 2010, as cited in Gjerde and Ladegard, 2019). It is implied in their research that experienced leaders purposefully attempt to influence the new leader role at the time of its creation to maximise their potential to lead effectively, to optimise the potential for success, job satisfaction, and the ability to act in accordance with their self-in-role understanding. It is common for role ambiguity and role conflict to arise within an organisational structure. Whilst the co-existence of these two concepts is generally seen to have negative consequences (such as stress, lower commitment, and lower performance), this need not always be the case. Ebbers and Wijnberg (2017) found that it is possible for role ambiguity and role conflict to create an environment within which role crafting by employees, generally, can be utilised to create positive outcomes such as improved performance for the affected employees as well as for the wider organisation.

Miraglia et al. (2017) also found positive organisational benefits associated with job crafting activities by employees. They found that employees who had higher self-efficacy were more likely to engage in role crafting behaviours. These employees were more likely to expend effort to expand their abilities, learn new things, and take on additional and new tasks. By proactively initiating bottom-up job design processes and targeting improved job fit, they enhance professional development and thereby improve job performance. Indeed, self-efficacy encourages people to continuously look for opportunities to prove and strengthen their abilities, to set challenging goals for themselves, and to achieve personal and professional growth. The research findings identified a positive reciprocal relationship between self-efficacy and job crafting.

Job crafting activities also have other positive benefits for an organisation such as increased levels of job satisfaction (Cenciotti, Alessandri, & Borgogni, 2017), improved levels of employee well-being for employees, prevention of burnout, and enhanced work engagement (Hakanen, Seppala, & Peeters, 2017; Radstaak & Hennes, 2017; Van Wingerden & Poell, 2017).

According to the findings of Riketta & Van Dick (2005), the role an employee fulfils as part of a team or work group tends to provide a stronger sense of identification and commitment to the work group rather than with the organisation as a whole. The role theory literature, focusing on role identity, suggests that within an organisational context, individuals have numerous group memberships and role relationships to enact that, at times, may conflict and require trade-offs in both attitude and behaviour by the respective role owners. Role theory posits the existence of a salience hierarchy wherein higher role salience increases the readiness to act out the individuals' role identity. It purports that relational and situation factors facilitate role identity salience but do not guarantee the role choice behaviour of the individual. Individuals decide whether or not to act in accordance with their role or to act in some other role (Sluss, Van Dick, & Thompson, 2011).

Wickham and Parker (2007), citing Katz and Kahn (1966) view the assignment of work-roles as prescribing the behaviour that employees are expected to comply with so that they are able to perform their specified tasks and duties effectively. These assigned work-roles are conferred by the firm and adopted by each individual employee in order for an organisation to function effectively. As a social entity, an organisation comprises a collection of distinct functional groups of employees that have specific work-roles to perform. The set of role-behaviours essentially mirror the expectation of other employees, and implies that each individual employee both confers and accepts a role that is reflective

of the organisation's culture and norms of behaviour. Also, for an organisation to function effectively and efficiently, the array of roles must be effectively communicated, fully understood, and accepted by its employees (Katz & Kahn, 1966, as cited in Wickham & Parker, 2007).

The study by Kim, Ra, Park, and Kwon (2016) highlighted that job role had a direct relationship with job satisfaction and also an indirect relationship through the mediating effects of exhaustion, cynicism, and professional inefficacy. The direct effect of job role hierarchical level was a positive relationship with both job satisfaction and task performance.

2.5.2 Personal Factors

From the literature review five personal factors were identified to be significant influencers of employee attitudes to change; change cynicism, situation attribution, self-efficacy, change turbulence, and organisational level/hierarchical level.

2.5.2.1 Change Cynicism

> *Cynicism about change involves a real loss of faith in the leaders of change and is a response to a history of change attempts that are not entirely or clearly successful. (Reichers, Wanous & Austin, 1997, p.48.)*

Andersson (1996) holds that there is an implicit psychological contract between an employee and their employer about future benefits, equity, respect, and the employee's ability to exercise personal control and influence over their destiny. Psychological contracts are expressions of good faith and trust and only exist in the mind of the individual. The violation of the 'psychological contract' is the fundamental cause of employee cynicism. The impact of a change initiative can create the conditions that would lead an employee to perceive that a violation of the psychological contract between the employee and the organisation has taken place. Violations could be perceived as, loss of personal control over the future

as exhibited through ambiguity in role delineation, conflicting expectations between employees and their supervisors/managers, and work overload.

Cynicism About Organisational Change (CAOC) is defined as a pessimistic view about change efforts being successful because 'those responsible' are blamed for being unmotivated, incompetent, or both. There are two elements to this definition: First, having a pessimistic outlook on the success of the change; and secondly, that others are to blame, that is, 'those responsible' (Wanous & Reichers, 2000, p.135). In their study, the term 'those responsible' included managers and union leaders. Union leaders were added to this definition due to the unionised nature of the work environment. Wanous et al. (2000) posit that both expectancy theory and attribution theory are relevant to an understanding of CAOC. The study explores how individuals assess the reasons behind another individual's behaviour (attribution theory) and the expectation of the likelihood of a successful change process deriving from the efforts of 'those responsible' (expectancy theory).

Wanous et al. (2000) also propose that cynicism includes three elements, that is, pessimism, disposition, and situation attributes. Pessimism is defined as having a pessimistic outlook for the likelihood of a change initiative being successful. Dispositional attribution is the blaming of others for the outcomes of a change initiative, for example, blaming 'those responsible'. Situational attribution is linked to the outcome of a change initiative being linked to factors that are outside the control of 'those responsible'.

The confirmatory factor analysis in the study suggested that pessimism and dispositional attribution should be combined into a single factor rather than being kept separate, and that situation be loaded into a separate factor. They also found that cynicism was negatively correlated with the amount of past

change initiatives in the organisation. These findings suggest CAOC for future change initiatives is likely to be reduced the more employees feel that change has occurred, the more that employees have participated in decision making, and the more that the employees' supervisors have been effective in bringing about the change. Further, these findings suggests that organisational factors affecting CAOC are capable of being managed by senior managers; that personality based factors cannot be managed by senior managers; and that past change failures need to be addressed before moving forward with new change initiatives.

Another finding of note from the study is the support provided for the view that cynicism is more likely a learned response rather than an inherent personality based predisposition. Wanous et al. (2000) suggest a number of learnings for managers in addressing cynicism by managing pessimism and dispositional attribution. Firstly they suggest that publicising any successful change, be it small or great, is clearly publicised throughout the organisation, that is, provide information to employees. Secondly, use information to encourage employees to make situational attributions rather than dispositional attributions by involving employees in the decision making processes associated with the change process and enabling them to see the change from the manager's point of view. Thirdly, they suggest that manager's should try to view the change from the employees' perspective.

Cynicism can be a major barrier to the success of a change initiative. It has been estimated that between 25 and 40 percent of all employees will respond cynically to change (Reichers et al., 1997). With responses of this magnitude, it is inevitable that some level of cynicism will exist throughout any change initiative. Some employees enter an organisation with a predisposition to cynicism, other employees will enter the organisation without this predisposition but will "learn" cynicism as a response to the history of change within the organisation, that is, change turbulence. These dispositional

attributes are unlikely to be capable of eradication. From the outset of a change initiative then, cynicism presents a major challenge to leaders of change and will require the development of appropriate strategies to manage the level of cynicism. There would need to be an emphasis on communication strategies and employee involvement in the planning and execution of the change that impacts them (Bordia, Restubog, Jimmieson, & Irmer, 2011).

Hierarchical level can influence cynicism. When investigating why change efforts failed it has been identified that employee cynicism centres upon the abilities of change leaders (usually upper managers) and the amount of effort they invest in the change. Managers tend to take credit for successes and blame employees for failures (Reichers et al., 1997; Stanley, Meyer, & Topolnytsky, 2005). Somewhat similarly, Peus et al. (2009) and Scott & Zweig (2016) found that leader behaviours had a direct bearing upon the level of employee cynicism about change, suggesting that leader behaviours can reduce employee cynicism.

Cynicism results in lower satisfaction levels among employees, lower commitment, and lower motivation. Cynics will be less accepting of future change initiatives, and to the extent that the cynic does not contribute to the success of a change initiative, this will contribute to the "self-fulfilling" of their cynical viewpoint (Reichers et al., 1997).

2.5.2.2 Situation Attribution

In their study, Wanous et al. (2000) defined situation attribution to be the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation. According to this research, situation attribution by employees is an important mitigating factor for cynicism. This longitudinal study was conducted using two surveys over

three years in a large unionised automobile parts manufacturing plant in the American Mid-West. In contrast to the dispositional attribution component of Cynicism About Organisational Change (CAOC), the situational attribution component of CAOC identified that instead of blaming others for the change failure, employees ascribed the failure to unforeseen events or factors that are outside the control of 'those responsible'.

Some of the survey questions in this thesis that related to the employee's situation attribution were adapted from the work of Wanous et al. (2000), which explored the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation. Four criteria were used in the study to measure the degree of situation attribution by employees: (1) The people responsible for fixing problems around here cannot really be blamed if things do not improve, (2) The people responsible for fixing problems around here are overloaded with too many job responsibilities, (3) The people responsible for fixing problems around here do not have the resources they need to get the job done, and (4) The people responsible for fixing problems around here do not get the cooperation they need from others.

Wanous et al. (2000) in their study, hypothesized that situation attribution would correlate separately with pessimism and dispositional attributions. However, confirmatory factor analysis, suggested that pessimism and dispositional attribution should be combined rather than being kept separate. When combined, pessimism and dispositional attribution were defined as being 'cynicism' and correlated with situation attribution. In addition, Wanous et al. (2000) suggest that situation attribution is more likely to be reduced by using effective communication with employees as this will increase the possibility that employees can see the situation attribution from the management perspective thereby facilitating greater understanding of the reasons for actions taken by managers.

In this study, situation attribution is an important element in deflecting dispositional attributions and thereby reducing CAOC.

2.5.2.3 Self-efficacy

Carter, Nesbit, Badham, Parker & Sung (2018) note there is a large body of academic research on self-efficacy in the fields of human resource management and organisational behaviour, however, in management literature self-efficacy has been relatively overlooked. This literature review will primarily focus upon self-efficacy and the influencers of self-efficacy in the management literature with an emphasis on its relationship to employee job satisfaction.

The positive correlation between self-efficacy and job satisfaction was explored in the research of Judge and Bono (2001). In their exploration of their construct, positive self-concept, they found moderately strong correlations between job satisfaction and four dispositional traits of this positive self-concept, that is, self-esteem, self-efficacy, internal locus of control, and emotional stability. In their research they found the strongest correlate with job satisfaction was self-efficacy. The researchers posit that these four traits (self-esteem, self-efficacy, internal locus of control, and emotional stability), may be the dispositional correlates of job satisfaction.

Self-efficacy has been defined as:

> *Belief in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situation demands. (Wood & Bandura, 1989, p.408)*

A number of authors including Albrecht & Marty (2017) and Barbaranellia, Fidaa, Pacielloc, & Tramontano (2018) for example have suggested that self-efficacy is a multi-dimensional concept that includes emotional self-efficacy; interpersonal self-efficacy; job-task self-efficacy; empathetic self-efficacy; assertive self-efficacy; general self-efficacy; and work self-efficacy. These authors also identified a difference between the view held by the psychological academic literature and the organisational view of the study of self-efficacy.

Historically, the broader psychological fields assessing self-efficacy have adopted the multi-dimensional view of self-efficacy. However, in organisational academic literature they found the adoption of this multi-dimensional view of self-efficacy has been relatively limited although recent organisational literature on self-efficacy has tended to have a greater emphasis upon the development of various constructs to gain greater insight into the multi-dimensional nature of both an individual's and team based self-efficacy.

The work of Barbaranellia et al. (2018) in particular demonstrated that self-efficacy is generally recognised as a major influencer of an individual's motivation, performance and well-being. Their study results illustrated the emotional and interpersonal aspects of self-efficacy which is in contrast to much of the traditional academic literature which considers self-efficacy primarily from within the context of job tasks. In their research they presented a multidimensional work self-efficacy (W-SE) scale that encompasses employees' perceived capability to manage tasks (task SE); employees' negative emotions in stressful situations (negative emotional self-efficacy); and their conduct in social interactions, in terms of both defending their own point of view (assertive self-efficacy) and understanding others' states and needs (empathic self-efficacy). In the work place, employees are

required to complete tasks, manage their emotions, and manage interpersonal relationships. Thus, there is a need for a multi-dimensional approach to analysing self-efficacy.

The literature suggests that self-efficacy has been found to be strongly related to employee engagement and, indirectly (through engagement), to both commitment to the organisation and to turnover intentions. Lee and Ashton (2004) for example explored employees attachment to their work by examining the effect of Job Demands-Resources theory (that is, where personal resources such as self-efficacy and optimism are regarded as being more state-like, malleable and open to development compared to personality traits such as conscientiousness, extraversion), and HEXACO personality facets (Lee & Ashton, 2004, as cited in Albrecht & Marty, 2017), self-efficacy, and job resources on engagement, affective commitment and turnover intention. Regarding self-efficacy specifically, the findings from the study identified that social boldness, diligence and sentimentality were significantly associated with self-efficacy. Further, it was found that the results suggest both individual factors and job context factors have an influence on employees' psychological attachment to their work. An example of individual factors included the observation that employees who have a tendency to feel strong emotional bonds with others are also more likely to feel a strong sense of belonging and identity toward their organisation. An example of job context factors included the degree of control and discretion an employee has over their work processes. It was found in the study that the job context factors had a stronger influence on employees' psychological connection to their work than did individual factors (such as generalized self-efficacy, conscientiousness, and positive affect). In other words, employees who experience control and discretion over their work practices are more likely to feel connected to their organisation and are less likely to leave the organisation.

The research of Chen, Gully, & Eden (2001, pp 62-63) confirmed that self-efficacy is capable of being used to predict a number of work-related outcomes for employees in the work situation including, job attitudes and job performance. Self-efficacy was seen to vary on three domains (a) level of magnitude; (b) strength; and (c) generality. They proposed that researchers historically have focused upon the magnitude and strength dimensions when studying self-efficacy in the context of task specific or a state-like construct (SSE) with less attention being paid to the generality dimension. They suggest that more recently the emphasis of research has expanded to include the generality dimension often called General Self-Efficacy (GSE) which captures the differences in an individual's tendency to view themselves as being capable of performing to meet the task demands of diverse situations. They proposed that one of the most powerful influencers of GSE is the historical experience of the individual, that is, both successes and failures. The authors suggest that GSE and SSE both contribute to understanding an individual's motivation and behaviour and they argue that as jobs become broader and more complex being able to measure dispositional constructs that can predict the motivations and behaviours of individuals across a variety of work spheres (including during training, socialisation, and organisational change) becomes increasingly important.

The work of Hannah, Schaubroeck and Peng (2016) explored the relationship between transformational leadership theory and how transformational leadership promotes self-efficacy in role followers. Examples of the transformational leadership behaviours include providing inspiration to followers, role modelling for followers, stimulating followers intellectually about their work, conveying collective ideals, and affirming that followers' individual needs and development are important to the organisation. Thus, they suggest the transformational leadership theory proposes that these behaviours (by the leader) instil in the followers a greater sense of purpose and higher expectations for their own abilities to function effectively in their roles. The transformational leader provides the rationale for their followers to

perform at their highest level and provide a basis for their followers' belief in their own capabilities, that is, their level of self-efficacy. Pillai & Williams (2004) suggested that when transformational leaders exhibit a certain set of behaviours they are able to influence the motivation levels of their followers such that they are motivated to perform at higher levels and to achieve more.

The work of Luthans, Avolio, Avey,& Norman (2007) found that self-efficacy promotes in followers a desire to engage more deeply with the shared values and goals of the organisation and strengthens the individual's belief in the values of the organisation and their importance in contributing to their own role performance and their group. The Hannah et al. (2016) study outcomes were that transformational leadership was positively correlated to increases in followers' levels of role self-efficacy and that role self-efficacy explained the positive relationship between transformational leadership and the performance rating by leaders of their followers' performance.

The longitudinal field-based research undertaken by Carter et al. (2018) in a large Australian financial institution found strong positive correlations between each of self-efficacy and employee engagement, and job performance. They also found employee engagement to be a strong influencer of employee performance above and beyond the effects of self-efficacy. At the task level, the research found that self-efficacy and employee engagement had varying effects depending upon the type of task undertaken by the employee thereby leading to the suggestion there is a degree of variation in the correlation between self-efficacy and job performance and employee engagement and job performance. Carter et al. (2018) speculate that the cause of this variation is linked to the cognitive motivation required to complete the tasks. It is suggested by the researchers that the practical implications from their research is for Human Resource practitioners to (a) expend energy in the assessment and development of self-efficacy in employees, and (b) to increase employee engagement.

Within a social cognitive theory lens (Bandura 1986, as cited in Miraglia et al., 2017), self-efficacy is viewed as the fundamental basis of human agency. This research confirmed that individuals with high self-efficacy, that is, with strong beliefs in their capabilities, were more likely to proactively redefine the task and social characteristics of their job. Seen through a role theory lens, employees who were more self-efficacious would engage in role crafting behaviour by trying to improve their professional abilities, learn new things, taking on additional work tasks, volunteering for new projects to improve their job fit.

The research of De Clercq, Haq, and Azeem (2018) explores the relationship between job performance, anxiety in the work place, and self-efficacy. The researchers argue that self-efficacy is an important element of successful job performance and by understanding the work conditions in which self-efficacy may be instrumental for spurring job performance, organisations can assess more accurately when employees' self-efficacy will have the greatest effect. Anxiety in the workplace is viewed by the researchers as a detractor from self-efficacy, that is, it is negatively correlated to self-efficacy and job performance. In the research study, workplace incivility was used as the basis for measuring anxiety in the workplace.

Job-related anxiety was found to connect self-efficacy with job performance. Employees with high levels of self-efficacy were observed to confront workplace incivility and experienced lower levels of job-related anxiety than were employees with low levels of self-efficacy. It is proposed by the researchers that self-efficacy spurs improved job performance because employees worry less about their organisational functioning if they have high levels of self-efficacy.

Authors such as Carter, et al. (2018) and Macey & Schneider (2008, as cited in Albrecht & Marty, 2017) have noted that the correlation between self-efficacy and an engaged and committed workforce has been widely accepted, and that an engaged and committed workforce is critical to organisational performance and competitive advantage.

The work of Jimmieson, Terry, & Callan (2004) involved a longitudinal study into the role of information, efficacy, and stressors in predicting employee adjustment to organisational change. Their findings found a correlation between information and job satisfaction via a positive relationship to self-efficacy. Employees who reported perceived higher levels of change-related information and change-related self-efficacy reported higher levels of psychological well-being, client engagement and job satisfaction at the commencement of the longitudinal study. These results were not demonstrated in the second survey. Change-related self-efficacy was also seen to be a potential buffering element against stress related variables that can help employees cope with the stress of change over the long term.

In summary, this literature review on self-efficacy (and its influencers) has explored the proposition that self-efficacy is a multi-dimensional concept; is linked to employee engagement; is a predictor of employee job attitudes and job performance; is influenced by transformational leadership; that an individual's past experience is a strong influencer of their self-efficacy; that self-efficacy is an important element in successful job performance; and there is a positive correlation between self-efficacy and job satisfaction.

2.5.2.4 Change Turbulence

Whilst the concept of turbulence is generally accepted in practice, it has received comparatively little attention in research literature. Change turbulence can be considered as the degree to which previous

change initiatives (either internal or external) impact a recipient's attitude to the current change initiative. Change turbulence as a concept encompasses past change, the current change impacting the individual employee, and the changes that are occurring simultaneously elsewhere in the organisation. In other words, change turbulence is characterised by multiple and overlapping changes (Herold et al., 2007). But change turbulence does not always necessarily lead to negative attitudes such as cynicism. In their study, Stesaker and Meyer (2012) identified employee attitudes to change turbulence varied according to the degree of experience with large scale change initiatives. In their study, those employees who had experienced large scale change in the past did not have as strong an emotional reaction to the change initiative as did those who had relatively little experience with large scale change initiatives. They were less frustrated by the uncertainty and insecurity of change relative to other employees.

In a complex and fast changing (that is turbulent) environment, organisations need to be able to adopt strategies that respond quickly to changes in the environment, that is rapid rates of internal innovation are required to keep pace with the rate of change in the external environment. One of the survival mechanisms of organisations in a rapidly changing external environment is being able to change the internal environment to respond to, to anticipate, or to even initiate changes in the external environment (Chakravathy, 1997).

There is support from other authors for the need for continual organisational renewal, that is, for continual change. Gryskiewicz (2005) notes that environmental turbulence is increasing and challenges organisations to have as one of their strategic capabilities the capacity to continually renew themselves through the generation of new and useful ideas and successful implementation of those ideas. Turbulence is usually linked to new information being available in the environment (internal or external)

but individuals differ widely in both their ability to accept different information and in their style of processing it. This will influence the degree of receptivity within the organisation to internal turbulence arising from the need to adapt to changes in the external environment.

Every change initiative will be undertaken in an environment of turbulence which has been created either from the external environment or from the internal environment. What is unclear is the degree of turbulence the various change initiatives have upon employee attitudes to the change.

This need for an organisation to continually renew itself will generate internal turbulence which the organisation will need to manage carefully in order to avoid 'turbulence fatigue' amongst employees at various levels within the organisation (Gryskiewicz, 2005). The lingering residue of previous organisational changes can be a source of internal turbulence that must be managed as part of the change process. Herold et al. (2007) argue that change places additional demands, creates uncertainty, and insecurity for employees. This continued and sustained change then, arguably can lead to change overload. Even well-planned change may fail as a result of lack of employee engagement arising from change overload.

The literature suggests that during a time of change, there is a need to maintain the organisation's current identity, that is, what is distinctive, central and enduring about the organisation (Gustafson & Reger, 1995). Maintaining the central identity of the organisation can provide a secure point upon which employees can rely psychologically, but it also has the potential to become a source of constraining the pace of change or resistance to change. Gustafson and Reger (1995) suggest that an organisation has a set of intangible identity attributes and also a set of tangible semi-permanent/changeable identity attributes to which employees can relate. A serious consideration for an organisation then is how to

maintain a sense of who we are whilst experiencing, or even embarking upon, significant organisational change.

2.5.2.5 Organisational Level/Hierarchical Level

The literature suggests that the position an individual holds within the organisational hierarchy has a significant bearing upon their attitude toward an organisational change. This section of the literature review explores how hierarchical level impacts on an individual's attitude to trust during a period of change and where information about the change is sourced, how hierarchical level can impact the role the individual fulfils in an organisational change initiative, how positivity toward a change initiative can be influenced by hierarchical level of the individual, how hierarchical level influences attitudes to change arising from innovation, and how hierarchical level impacts an individual's job satisfaction.

Organisational level influences a number of attitudes and behaviours within an organisation during a change initiative, such as the messaging to employees and the receptivity of employees to the messages (Martin, Jones, & Callan, 2006). A number of authors have proposed that trust plays an important role in influencing the sources from which employees will seek information and how the employee will assess the information received during a period of change (Allen et al., 2007; Tourish, Paulsen, Hobman, & Bordia, 2004). Findings from the study by Allen et al. (2007) provided evidence that within the study direct supervisors were the preferred sources of implementation-related and job-relevant information for employees during a change process (that is, employees in this instance being non senior managers), whereas senior managers are perceived to be the source of strategic information about a change initiative. Co-workers on the other hand were not seen as a source of reliable change related information. Instead, co-workers were perceived as sources of support to share concerns, grievances and problems arising from the change. For many employees within the study the

greatest level of trust was sourced from their direct supervisor rather than senior managers. Thus, one of the findings from the study is that organisational level plays a significant role in the degree of trust ascribed by some employees to other employees.

There is evidence in the literature to suggest the hierarchical level of an employee will influence their perceptions of a change initiative (Armstrong-Stassen, 1998; Kanter et al., 1992; Van Der Voet & Van De Walle, 2018). Kanter et al. (1992) propose that in a change initiative, senior executives fulfil the role of change strategists and are thereby more likely to have a positive perception of the change. They are entrusted with the responsibility to define the vision, communicate the vision and oversee its implementation. Middle managers and supervisors are seen to be the change implementers and whilst they are more likely to be positive about the change they will also experience a degree of negativity. Non-managers/non-supervisors are viewed as being the recipients of change and are more likely to have a negative perception of the change.

The work of Martin et al. (2006) tested the prediction that employees in higher level positions in the organisational hierarchy would be more positive during a change initiative than would be employees in lower level positions, that is, there would be role-based variation in the perceptions of employees. The study concluded that there were similarities between the two groups (that is higher level employees and lower level employees) but there were also significant differences especially in respect of support (higher level employees felt more supported than lower level employees); leaders exhibited vision for the organisation (higher level employees felt more positive about the vision being portrayed than did lower level employees); positive perception and control; (higher level employees change self-efficacy was higher, that is, they felt more positive about the change and had more confidence about their ability to continue to perform well than did lower level employees); and organisational commitment (higher

level employees adjusted better to the change in respect to their commitment to the organisation compared to lower level employees).

The research study undertaken by Jones et al. (2008) examined the subjective experience of a major change initiative, with a particular emphasis upon how the employee's hierarchical level impacted their change experience. The study found that there is similarity in the experience of employees at different hierarchical levels within the organisation, but where there were differences the differences in their experience were rooted in the "roles" the employee plays in the change. The higher the employee was in the organisational structure, the more the employee focused on the process of change. The lower the employee was in the organisational structure, the more the employee focused on the personal impact of the change, that is, the impact of the change on their day-to-day routine.

De Vries, Trummers, and Bekkers (2018) found that in the public sector hierarchical level makes a difference in the employee perceptions of innovation. The study underscores the importance of differentiating between the respective stakeholders within the change process, not just focusing upon the organisation as a whole and thereby avoid the perception that adoption of an innovation (or change) would be uniform across the organisation. Their research explored the perception of two separate organisational groups, that is, of managers and also of workers, toward innovation initiatives in regard to teleworking. The study found that there were indeed similarities as well as differences in perceptions between the two groups studied. Both managers and workers were supportive of innovation generally, with managers being found to be significantly more positive toward the teleworking innovation (that is the change) than were the workers albeit the workers were more supportive of the piloting approach to innovation before full implementation than were the managers. The study indicated job position as an

influencer of perceptions and the possibility that self-efficacy and employee voice were potential additional influencers of worker level perceptions of the innovation.

In regard to collective-oriented attitudes, De Vries, Trummers, and Bekkers (2018) noted significant differences between the organisational levels. However, in one-to-one type attitudes - such as job satisfaction and supervisor relations - there were no significant differences. They studied the effects of downsizing upon managers and front-line employees, that is, two different organisational levels. An analysis of their data shows that all members of downsized departments experienced a significant change in traditional organisational level attitudes such as satisfaction and commitment. It was also noted that employee attitudes about their own work group were significantly affected, although it was observed that the impact experienced was to a lesser extent when comparing effect sizes. They also found that attitudes differed based upon the organisational level of the employee, that is, whether the individual was a manager or front-line employee. In regard to collective-oriented attitudes - commitment and work group - there were significant differences between the organisational levels. However, in one-to-one type attitudes - job satisfaction and supervisor relations - there were no significant differences. In this study, the results suggest that managers are less likely to target their immediate colleagues as being the reason for their attitude toward the change, instead preferring to blame the organisation, that is, a non-personal, amorphous entity rather than an identifiable, human, work colleague. The data also suggests that front-line staff did not perceive the actual disruptions and effects as being particularly devastating. The stable opinions concerning the degree of support provided to supervisors evidences that the front-line employees view their own manager as handling the situation and that their work group is able ‘to pull together’, to confront and overcome the challenges presented by the changes imposed by them (by upper managers). Managers’ attitudes did not change significantly over the period of the study.

Kim, Ra, Park, and Kwon (2016) conducted a research study of 360 employees in 10 South Korean companies across several industry segments. Their research differentiated employees by whether their role was managerial or non-managerial. The study found job level was identified as having a direct relationship with job satisfaction and also had an indirect relationship through the mediating effects of exhaustion, cynicism, and professional inefficacy. The direct effect of job level had a positive relationship with both job satisfaction and task performance. Statistically, the total effect of job level on job satisfaction was seen to significantly predict job satisfaction when the mediating influences of exhaustion, cynicism, and professional inefficacy were not included.

Burnout was identified as having a negative relationship with job level, job satisfaction, and task performance. Also, three subscales of burnout (that is, exhaustion, cynicism, and professional inefficacy) were found to mediate the relationship between job level and job satisfaction. On this basis, the research identified that the managers, that is, those employees in higher levels within the organisational structure, were found to be less likely to experience exhaustion or cynicism and thereby experience higher levels of job satisfaction. The authors recognised the importance of interpreting the study findings within the culture of South Korea, both organisational and national, where the national culture is one of high power distance, that is, vertically stratified, with the structure of South Korean companies generally characterised as having authority concentrated at the higher levels of the organisational structure. People at the lower end of the organisational structure are generally willing to submit to the authority of those at higher job levels.

Thus, the literature examined in this review found organisational level plays a significant role in the degree of trust ascribed by some employees to other employees, noting that the greatest level of trust

was sourced from an employee's direct supervisor. Employees holding a role higher in the organisational structure are inclined to be more positive toward a change initiative than are those at lower levels within the organisational structure, that is, role-based variation exists in the perceptions of employees about a change initiative. It was also found that where there were differences in the experience of employees at different hierarchical levels within the organisation, these differences were rooted in the "roles" the employee plays in the change. The literature that was examined also confirmed that in an international setting the managers were also found to experience higher levels of job satisfaction during a change initiative than did the non-managers.

2.6 Overview

The literature review began with the generation of a change framework where employee attitudes to change are influenced by a broad range of factors but seldom focused on the recipients of change. Job satisfaction in this literature review was considered within the context of organisational change and those factors that influence employee attitudes to the change. There was also a review of the positive impacts of job satisfaction on organisational processes. The literature relating to employee engagement/resistance to change/commitment was also canvassed.

The literature review was then divided into two major sections; organisational influencers of employee attitudes to change and personal influencers of employee attitudes to change. The first section, organisational influencers of employee attitudes to change, emphasises those factors that influence the employees' attitude toward a significant organisational change with in particular focuses upon communication; organisational culture/structure; leadership; and roles. The second section, personal influencers of employee attitudes to change, emphasises the employees' personal attitudes toward a

significant organisational change and includes change cynicism, situation attribution, self-efficacy, change turbulence, and organisational level/hierarchical level.

It is acknowledged however that in a number of aspects these two sections interact and overlap. This division by section is somewhat artificial but it enabled the review to focus on identifying characteristics that influenced employee job satisfaction, including at different hierarchical levels, during a period of significant organisational change.

The following chapter presents the study worldview, outlines the research methodology and approach used, presents the theoretical framework, and describes the elements of the research design adopted to explore the research questions.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter first introduces the worldview and theoretical framework directing this study. It then presents the respective elements of the research design adopted to explore the research questions.

The academic change literature places significant emphasis on the hierarchy of a private sector entity where the senior executive team (including the CEO) is generally viewed as the change strategists/change initiators; middle managers are viewed as the change implementers; and everyone else is viewed as the recipient of the change. By contrast, in the public sector, the politicians can be viewed as the change strategists/change initiators; the senior executive team (including the CEO) viewed as the change implementers; and everyone else viewed as the recipients of change (Kanter et al., 1992).

This study primarily focuses on the attitudes of the individual public sector employee as a recipient of change. However, the study also considers the attitudes of the individual public sector employee as a member of a group within the organisation. For the purposes of this study, the participants have been classified into two groups according to their roles with the first group being managerial (that is the executive/manager/supervisor) and the second group being non managerial (that is the non-manager/non supervisor).

Tashakkori and Teddlie (2010) indicate that the research questions will determine the choice of the best research tools to be employed within a study. This research study explores the interplay between the individual, and the social factors (including work group impact), that influenced the employee's level of

job satisfaction during the change. This would suggest that both quantitative and qualitative orientations, where researcher specified frameworks and respondent specified frameworks, should be adopted to explore the complex array of factors contributing to employee attitudes to change.

3.2 Worldview

The aim of the research is to explore a real world issue to generate a greater understanding of the change situation and practical solutions for organisations undergoing a change process. As such it adopts a pragmatic worldview, defined as:

> *"… deconstructive paradigm that debunks concepts such as "truth" and "reality" and focuses instead on "what works" as the truth regarding the research questions under investigation. Pragmatism rejects the either/or choices associated with the paradigm wars, advocates for the use of mixed methods in research, and acknowledges that the values of the researcher play a large role in the interpretation of results" (Tashakkori & Teddlie, 2003, p. 713).*

This worldview has a number of advantages in that it supports the use of both quantitative and qualitative research methods and considers the research questions as that which directs and informs the research study.

3.3 Theoretical Framework

Role theory posits that one of the most important characteristics of social behaviour is the fact that human beings behave in ways that are different and predictable depending on their respective social identities and the situation.

Individuals function in a multiplicity of roles at any given time. In the social setting an individual may fulfil the role of parent, spouse, child, friend – all at the same time. In the organisational setting the role the individual plays could be worker, manager, working party participant, department representative.

'Roles' provide to the individual a sense of who they are, and provides a point of reference from which they can make decisions about who they are becoming. It has been argued that to understand the influencers of an individual's behaviours and their attitudes it is necessary to understand how the individual's behaviours are rooted in, and influence, the concept of self, that is the individual's identity in their role/s. To understand behaviours within an organisation, role theory research has traditionally focused on the examination of the self-concept from the perspective of how being part of a collective influences the individual's perspective, or concept, of self (Sluss, van Dick & Thompson, 2011).

Organisations strive for predictable behaviour from their employees. Coordination of effort across the organisation is essential to achieving the organisational goals. However, within an organisational context, individuals have numerous group memberships and role relationships that, at times, may conflict and require trade-offs in attitude and/or behaviour. It is therefore not uncommon for role ambiguity and role conflict to arise within an organisational structure. Whilst the co-existence of these two concepts is generally seen to have negative consequences (such as stress, lower commitment, and lower performance), this need not always be the case (Ebbers & Wijnberg, 2017; Miraglia et al., 2017).

In this study, a focus is the impact of employees' hierarchical level and associated roles on their perception of the impact of change.

3.4 Research Design

The research question and sub-questions for the study are outlined below:

What are the factors that influence employee's attitude to change adopting job satisfaction as a marker for the impact of change?

- What are the factors in the context domain that influence employee's attitude to change?
- What are the factors in the attitude/attribution domain that influence employee's attitude to change?
- What are the factors in the organisational process domain that influence employee's attitude to change?
- What are the factors in the hierarchical domain that influence employee's attitude to change?

These research questions were explored using two distinct frameworks: one, a researcher imposed framework and the other a respondent generated framework (Jones & Noble, 2007). This exploration then suggested a mixed method approach (Creswell & Plano Clark, 2011), where both quantitative through the use of a survey and qualitative through interviews orientations were adopted. The two orientations Phase One (quantitative) and Phase Two (qualitative) of the study, were not seen as mutually exclusive, as both Phase One and Phase Two explored the same research questions. Indeed, even though it was expected that each orientation would generate unique understandings to the research questions it was assumed that there would also be considerable overlap.

This study adopted a 'concurrent' or 'convergent' mixed methods design. In this design the research questions are simultaneously explored by collecting and analysing both quantitative and qualitative data (Creswell & Creswell, 2018; Tashakkorie & Teddlie, 2003). The respective analyses are then merged to address the research questions, as illustrated in Figure 3.3. The strength of this design, as Creswell (2012, p.542) notes, is that "it combines the advantages of each form of data; that is, quantitative data provide for generalizability, whereas qualitative data offer information about context or setting. This

design enables a researcher to gather information that uses the best features of both quantitative and qualitative data collection".

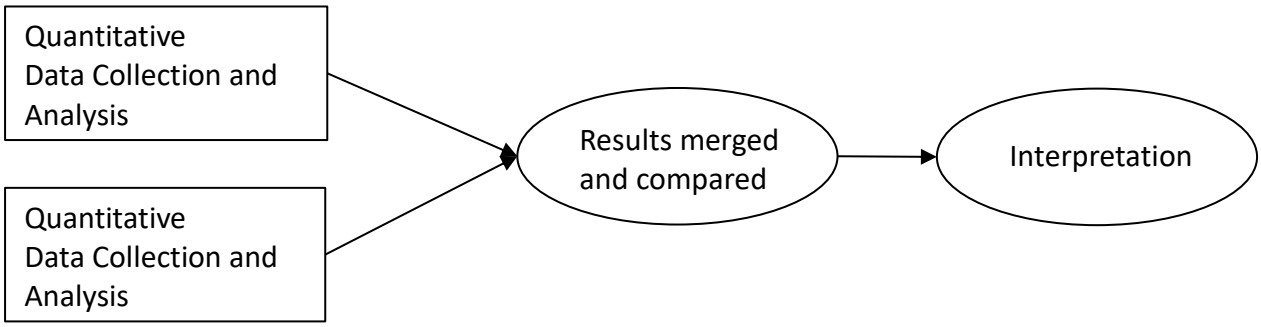


Figure 3.1 Mixed methodology – convergent research design (Adapted from Creswell, 2018)

Understandings relating to the research questions merged from the considerations of the relationship between the two sets of data: quantitative and qualitative. As noted by Creswell and Plano Clark (2011):

> *Inferences in mixed methods research are conclusions or interpretations drawn from the separate quantitative and qualitative strands of study as well as across the quantitative and qualitative strands, called 'meta-references' (p.213).*

There are, however, challenges associated with the use of a convergent parallel design. The use of more than one research approach often increases the time required to collect data and may well also increase the cost. Then there is the challenge of merging two sets of distinct and different data. It is important, therefore to ensure that both the quantitative and qualitative components are focused on the same research problem and incorporate the same concepts.

3.4.1 Quantitative Orientation (Phase One)

3.4.1.1 Introduction

The quantitative component of the study comprised an ex-post facto cross-sectional design. As identified by Babbie (1990, as cited in Creswell, 2009) survey research is described as a numeric description of trends, attitudes or opinions of a population by studying a sample of that population. Surveys are considered to be effective in determining scale values and relationships between respective scales at one point in time. Therefore, a survey was deemed best fit for obtaining data relating to the individual public servant's attitudes to organisational change and relationships among these attitudes and their job satisfaction during a period of change.

3.4.1.2 Participants

Data were collected from a total of 143 survey participants. Respondents were public sector staff categorised at three levels within each entity as follows: Executive (15), Manager/Supervisor/Team Leaders (33), and Non Manager/Non Supervisor/Non Team Leader (95). Participation in the survey was voluntary and participants could withdraw from the study at any time. All responses were anonymous. Permission to conduct the survey was received from the Chief Executive Officer of the organisation.

3.4.1.3 Data Collection

Both paper based and on-line electronic mediums were used to collect data. In the case of paper based media, an information sheet was provided which outlined the purpose and orientation of the survey and highlighting that participation in the survey was voluntary and that respondents could withdraw at any time. A consent form for participation in the survey was also provided and participants were also advised that all responses to the survey were anonymous. The anonymous completed surveys were returned by the individual directly (via surface mail) to the researcher's institution.

Where the on-line medium was used to collect data, a general email was issued to all staff in the organisation inviting them to participate in the survey. This email contained an information sheet outlining the purpose and orientation of the survey, again highlighting that participation in the survey was voluntary and that respondents could withdraw at any time. A link to the on-line survey was embedded in the email. Consent to participate in the survey was also contained in the introduction page of the electronic survey. There was no means by which individual respondents could be identified by participating in the survey. All responses were anonymous. All employees in the organisation were invited to participate in the survey.

Whether paper based, or on-line, upon commencement of the survey participants were presented with an overview of the research being undertaken and a 27 question multiple choice questionnaire. A Likert scale was used to collect responses to questions ranged from strongly disagree to strongly agree. Questions were randomised in the survey. When using the paper based survey, all questions were presented on the same page as per Appendix 1.

3.4.1.4 Survey Instrument

The survey consisted of two sections: A 'demographic' section, and an employee 'attitude to change' section. The demographic section included questions on gender, age group, years of service, employer, employment status (full-time, part-time/casual, contractor/temporary, other), employment classification (executive, manager/supervisor, non-manager/non-supervisor).

The preceding literature review identified a number of influencers of employee attitudes to change which can be found in some of the personal attitudes that employees bring to the change process. The

impact of organisational practices taking place during the change process also have an influence on the attitudes of the employees within the organisation. These influencers impact both the manager and the non-manager hierarchical levels alike. The literature also suggests that these influencers of the employee's personal attitudes and the organisational practices thereby have the potential to impact the employees' level of job satisfaction during a period of significant organisational change. Managers will therefore strive to identify and maximise those factors in their organisation that will deliver increased levels of job satisfaction during a time of significant organisational change.

The literature review also identified a number of context and attitude/attribution factors impacting employee orientations that individuals brought to organisational change situations. They include: Job Impact (Fedor, Caldwell & Herold, 2006), Change Turbulence (Herold, Fedor, & Caldwell, 2007), Self-efficacy (Chan, Gully, & Eden, 2001; Fedor, Caldwell, & Herold, 2006), Pessimism (Wanous, Reichers, & Austin, 2000), Disposition (Wanous, Reichers, & Austin, 2000), and Situation (Wanous, Reichers, & Austin, 2000). Job Impact is the degree of disruption to their job during the change process. Change Turbulence is the amount and experience of previous change situations the employee has encountered. Self-efficacy is the degree to which the employee feels personally able to summon the motivation and cognitive resources to deal with the change. Pessimism is the degree to which the recipient's attitude is negative toward the change initiative. Disposition is the degree to which the participant perceives their contribution contributes to the success or failure of the change. Situation is the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation.

These factors were then allocated to three inter-related sub-sections of the conceptual model depicting factors that have the potential to influence the individual recipient's attitudes to change as indicated by

their reported satisfaction with their job during this period of considerable change: Contextual factors, Attitude and Attribution factors, and an Outcome factor (Figure 3.1) within this model, we also explore the suggestion that attitude and attribution factors act as mediators of contextual factors on Job Satisfaction.

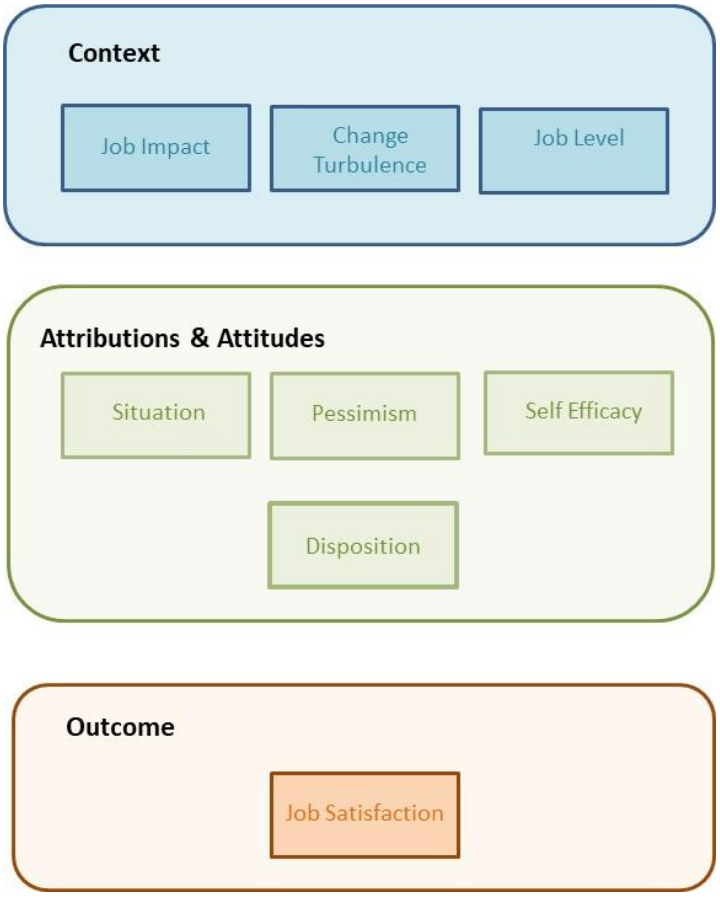


Figure 3.2 Conceptual Model: Factors that influence attitudes to, and impacts of, organisational change (Adapted from the literature by the author)

The scale for the Contextual factor, Job Impact – the degree to which the change initiative has affected the recipient's personal work, was adapted from the work of Fedor et al. (2006). The scale for the Contextual factor, Change Turbulence - the degree to which previous change initiatives (either internal

or external) impact a recipient's attitude to the current change initiative was adapted from the work of Herold et al. (2007). The scale for the Contextual factor, Job Level – Manager/Non-manager was obtained from the participant's response to the Job Level question.

The scale for the Attitudinal and Attributional factor, Self-efficacy (beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands) was adapted from the work of Wood and Bandura (1989). The scale for the Attitudinal and Attributional factor, Pessimism (the degree to which the recipient's attitude is negative toward the change initiative) was adapted from the work of Wanous et al. (2000). The scale for the Attitudinal and Attributional factor, Disposition (the degree to which the participant perceives their contribution contributes to the success or failure of the change) was adapted from the work of Wanous et al. (2000).The scale for the Attitudinal and Attributional factor, Situation (the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation) was adapted from the work of Wanous et al. (2000).

The Outcome factor Job Satisfaction, (the degree to which an employee's job provides satisfaction or meets their needs; a definition adapted from the work of Andersson, 1996), was determined by a single item. Job satisfaction can be considered as a uni- or multi- dimensional construct (Clark, 2001). Measurement of overall job satisfaction, the focus of this research, then can be derived from a single measure or the addition of a series of job satisfaction facet measures. From their meta-analysis of single-item measures of overall job satisfaction Wanous & Reichers (1997) conclude that these single-item job satisfaction measures are more robust than facet measures. In their review of the advantages and disadvantages of single-item measures of job satisfaction Tavani, Botella & Collange (2014) highlight the validity of single-item measures of when considering the subjective perception of overall

job satisfaction. Finally, Dolbier, Webster, McCalister, Mallon & Steinhardt (2005, p.197) in their research that investigated the reliability and validity of a single-item overall job satisfaction measure, report: “These findings provide support for this single-item overall job satisfaction measure as an acceptable instrument for measuring job satisfaction.”

In many change studies, however, the outcome factor emphasises the negative, for example, cynicism, pessimism, resistance to change, incompetent leadership, to name a few. In contrast, in this study the emphasis is on a positive outcome factor, namely, job satisfaction.

The initial version of the survey instrument was reviewed by academics and people familiar with the public service to ensure the validity of the respective items and the appropriateness of the language used in each item. The reviewers fed back their evaluation of the survey and the survey was adjusted to reflect the comments made.

The reliability of the survey items was evaluated statistically, in particular the internal reliability co-efficient for the respective scales were determined.

3.4.1.5 Data Analysis

Analyses included descriptive statistics, factor analysis, reliability analysis, and structural equation modelling (SEM) procedures using SPSS 24 and AMOS 24 computer software programs (IBM Corp., 2016; Arbuckle, 2016). Descriptive statistics were generated for all key variables, factor analysis was performed to test the applicability of respective scales and *t*-tests were conducted to determine whether there were significant between-groups (manager vs. non-manager) differences in the measured scales

in the study. For these analyses, a Bonferroni correction was applied to a significance level (α = 0.05/25, p = .002) to control for Type 1 errors arising from multiple comparisons.

The study was designed to test a model of individual public service workers' job satisfaction during a time of considerable change. An SEM approach was employed to examine the association among context, attitude and outcome variables during a time of considerable change. SEM allowed the examination of the strength and direction of multiple relationships between variables simultaneously (Ho, 2014).

First, in the SEM analysis, maximum likelihood estimates for the model parameters using covariance matrices were calculated for the combined sample (n=143 , Figure 3.3).The sample size (n=143) meets the suggested minimum requirement of 100-200 (Kline, 2010) Multiple measures of fit were employed to determine the agreement between the data and the hypothesised model namely, chi-square (χ^2) goodness of fit statistic with a nonsignificant value indicating a good fit; the root mean squared error of approximation (RMSEA) with values $<$0.08 indicating a close fit; and the Normed Fit Index (NFI), Comparative Fit Index (CFI), and Tucker–Lewis Index (TLI) with values $>$ 0.90 indicating a good fit. (Hooper, Coughlan, & Mullen, 2008).

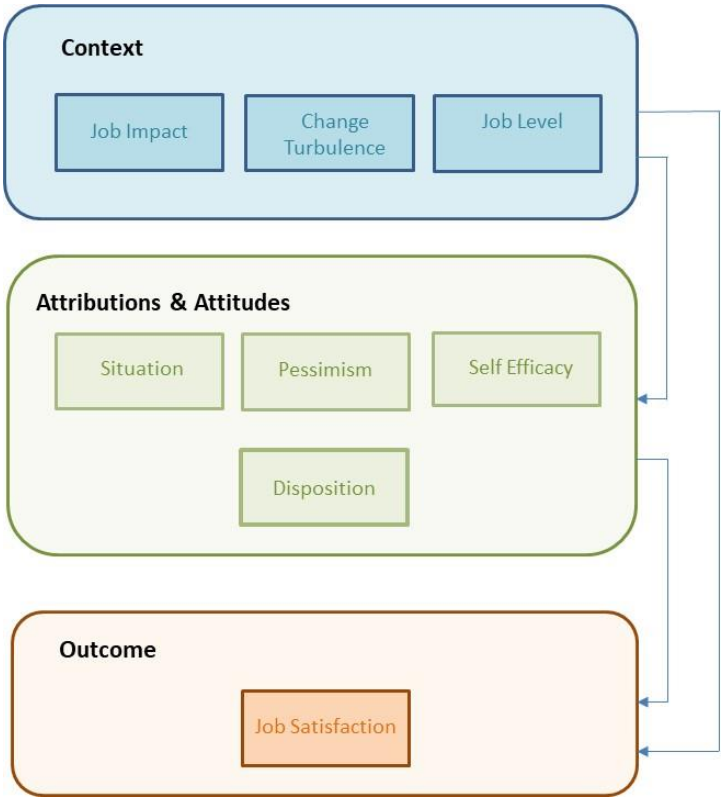


Figure 3.3 Hypothesised Structural Model: Factors that influence attitudes to, and impacts of, organisational change – combined sample

Second, a multi-group analysis, following the procedures outlined in Ho (2014) where the Akaike Information Criterion (AIC) is used to determine variance or invariance, considering the managers and non-managers hierarchical level groups (Figure 3.4) was performed by setting up invariant and variant models to determine whether the pattern of structural relationships in the hypothesised path model follows the same dynamics for managers and non-managers. The invariant model hypothesised that the pattern of relationships within the model for workers in Managerial positions and workers in Non-managerial are similar, while the variant model hypothesized that the pattern of relationships within the model for workers in managerial positions and workers in non-managerial are different. Then the fit of the competing models was compared using the Akaike Information Criterion (AIC, Akaike, 1973, 1987)

measure which takes into account both model parsimony and model fit. Finally, the critical ratio (CR) was used to test for differences (CR >± 1.96, p = 0.05) in the path coefficients.

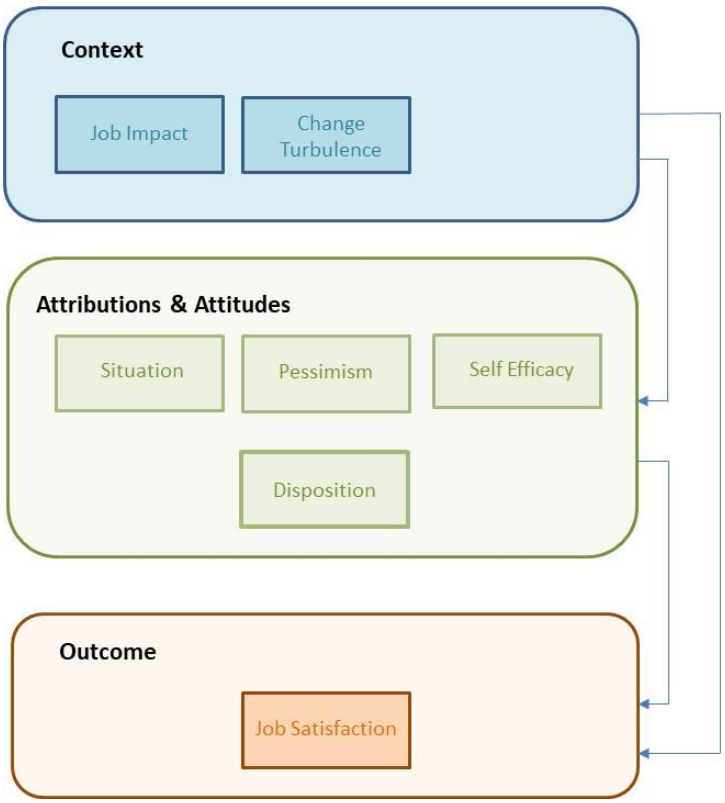


Figure 3.4 Hypothesised Structural Model: Factors that influence attitudes to, and impacts of, organisational change – multi hierarchical level framework

3.4.2 Qualitative Orientation (Phase Two)

3.4.2.1 Introduction

Denzin and Lincoln (1994, as cited in Christensen, Burke Johnson, & Turner, 2015) define qualitative research as being an interpretive approach to research and investigates people in particular situations in their natural environment. Morse (1991, as cited in Creswell & Creswell, 2018) proposes that one of the main reasons for using the convergent design approach to mixed methods research as being to

obtain complementary but different data on the same topic. Creswell and Creswell (2018) promotes the use of convergent design to facilitate the gaining of a deeper and richer understanding of the complete research problem.

The multi-faceted nature of the research question necessitated the exploration of an understanding of both manager and non-manager perceptions of the change process and its influence on their job satisfaction. The voice of the two hierarchical levels of personnel in this study can be effectively accessed via interviews unfettered by researcher imposed constraints of the quantitative orientation of Phase One.

Whilst Phase Two explores the data from significantly less respondents it nevertheless enables the collection of data in a manner that is not inhibited by the researcher prescribed framework and allows a richer picture of the interaction between the individual perceptions and social interactions for both the manager/supervisor and the non-manager/non-supervisor to emerge.

The researcher acknowledges that there are several challenges with the use of a convergent design. One of the most significant of these challenges is the merging of the Phase One quantitative data and the Phase Two qualitative data. To attempt to minimise this challenge both the qualitative and the quantitative orientations were framed by the same research question. Further, the synthesis of the quantitative and the qualitative data were linked by the same theoretical underpinnings.

3.4.2.2 Interview Participants

The qualitative research undertaken in this study adopted targeted semi structured interview techniques to elicit responses form a sub-set of the public sector employees who participated in the quantitative

research effort. Interviewees were classified into two groups: first, employees involved in the delivery of services; and secondly, administrative/professional employees. Both managers and non-managers were included in each group. Participants in the qualitative research were randomly selected within a purposive sample structure to ensure that the interviewees spanned the manager and non- manager categories and the three geographical sites.

A total of 17 interviews were conducted with interviewees representing the cohorts of Managers: executives (3) and manager/supervisor/team leaders (7); and Non mangers: non manager/non supervisor/non Team Leader (6). One participant was not identified as being from either cohort. Interviewees were chosen from three geographically different sites within the organisation. Five interviews were conducted at each of two sites with seven interviews being conducted at the third site.

At each site, employees from all three cohorts were interviewed, that is at least one employee from each of the executive, manager/supervisor/team leader, and Non Manager/Non Supervisor/Non Team Leader cohorts was interviewed at each site.

3.4.2.3 Data Collection

A purposive maximum variation sampling methodology was used in the collection of data for Phase Two of this study. This type of sampling enabled the inclusion of a sufficiently diverse range of cases relevant to the change initiative in order to provide as much insight as possible into the employee attitudes to the change initiative under examination. The interviews undertaken were from different hierarchical levels within the organisational structure in order to achieve a sufficiently diverse sample of employee interviews such that their aggregate answers would be statistically close to the whole

population's answers. This sampling methodology is appropriate when the sample size is very small (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood K, 2015).

The interviews were conducted to elicit responses from employees concerning their attitudes toward the change, in their own words, and from their personal point of view. Areas of enquiry were influenced by the research questions and the literature review and focused upon employee attitudes toward changes in their job; the degree of influence the employee had over the change, both globally and over their own role; the change itself; the change process itself; the outcomes of the change process; the level of employee job satisfaction and the source of their satisfaction; and the impact of past change initiatives.

Participation in the interviews was voluntary and the interviews were conducted in the employees' place of employment. The researcher was familiar with the participating public service unit but was not employed by the unit, thus the interviewees were 'comfortable' and could act in a normal manner and provide accurate accounts of their situation; which provided authenticity and trustworthiness to the research data. Interviews were recorded and the data transcribed using Microsoft Word. Once transcribed, the electronic versions of the interviews were deleted.

Interviews were first conducted at two sites with 10 interviews having been conducted across the two sites. At the conclusion of each set of interviews the interviews were transcribed. Prior to undertaking the interviews at the third site, preliminary descriptive coding was undertaken on the interviews from the first two sites. The descriptive coding identified areas for deeper enquiry for enriching the final interviews that were conducted at the third site using the same interview questions as used at the previous two sites.

3.4.2.4 Interview Instrument

The interview instrument included demographic information to be provided by the interviewee including gender; age (generally grouped in 10 year blocks); and employment classification (Executive, Manager/Supervisor, Non Manager/Non Supervisor).

The qualitative survey was designed to elicit richer and more specific information on employee attitudes to change and explore the influencers of job satisfaction through the application of grounded theory to the specific change perspectives of situational factors (as adapted from the work of (Wanous et al., 2000), attitudinal factors, and the impact of past experience. In particular the survey tool focused upon how the employee's role has changed (Job Impact); how the employee influenced the changes (Situation Attribution and Self-efficacy); identifying from the employees' perspective the positive and negative aspects of the change whilst differentiating between the change process and the change itself; identifying the factors that influence employees' Job Satisfaction; identifying those factors that influence the employees' level of Job Satisfaction; and the impact of past change (Change Turbulence) upon the employee. The questions used in the interviews are provided at Appendix 4.

The semi-structured interview methodology is used by researchers to gather focused qualitative data. This interview methodology was used in this research study in an attempt to uncover rich descriptive data on the personal experiences of the recipients of the change initiative. Information gathered during the semi-structured interviews provided an opportunity to move the interview from the identification of general insights to the identification of specific insights into the drivers of the attitudes of the recipients of the change. The theory of semi-structured interviews acknowledges that data gleaned from the interview process can be used to develop a preliminary hypothesis, explain relationships and create a foundation for further research. In this particular study the interview instrument was designed to provide

insight into the relationships underlying the interviewees' level of, and sources of, their job satisfaction during a period of significant organisational change. The semi-structured interview methodology was chosen in this research endeavour because of the higher probability of obtaining rich descriptive data compared to the alternative methodologies of structured and unstructured interview techniques. Generally, structured interviews consist of a series of pre-determined questions that all interviewees answer in the same order. No additional questions are asked during the interview. Unstructured interviews are characterised by no questions having been prepared prior to the interview and data collection is conducted in an informal manner. Unstructured interviews can be associated with a high level of bias. Comparison of answers given by different respondents in unstructured interviews tends to be difficult due to the differences in formulation of questions. In contrast to the structured and unstructured interviews, semi-structured interviews contain components of both, structured and unstructured interview techniques. In semi-structured interviews, the interviewer prepares a set of questions to be answered by all interviewees. Additional questions might be asked during interviews to clarify and/or further expand upon certain issues arising in the process of conducting the interview.

3.4.2.5 Data Analysis

Phase Two of this study adopts a grounded theory approach using the research methodology developed by Glaser and Strauss in 1967 and published in their book entitled *The Discovery of Grounded Theory*. The focus of this work was to develop a methodology for systematically deriving theories of human behaviour using empirical data as the base (Creswell, 2013; Urquhart, 2013).

Much has been written since about grounded theory including divergent approaches from the original theory as highlighted in the work of Strauss and Corbin (1990). The fundamentals of grounded theory

can be expressed as four main characteristics, namely theoretical sensitivity, emergence, constant comparison, and slices of data (Creswell, 2013; Urquhart, 2013; Urquhart, Lehmann & Myers, 2010).

Theoretical sensitivity reflects the need for building theory. It is not sufficient to simply follow the methodology mechanistically. Instead grounded theory requires the researcher to be aware, or sensitive to, what a truly is a "theory" and understanding the context in which a theory is developed.

Emergence is characterised by the researcher approaching the research endeavour with no preconceived idea of the potential emergent theory. Glaser (1992) indicates that no literature review should be embarked upon prior to the research commencing as it might bias the researchers interpretation of the research data. However, once a sufficiently developed theory emerges this constraint is no longer applied. In fact, the opposite applies whereby the methodology encourages the testing of the theory against existing academic literature. Urquhart (2013) stresses the importance of remaining focused on the data and look to the data to point the researcher to the emergent theory. This is especially true in the case of a new theory.

Constant comparison, a key concept in grounded theory methodology, characterises the process of constantly comparing instances of data from one category with other data in the same category. Urquhart (2013) posits that this process of constant comparison of data provides for richer and better nuanced categories of data to emerge. It is not until a category is sufficiently dense that it can be considered to be complete.

The phrase "slices of data" was first coined by Glaser and Strauss (1967) when it was used to describe the fact that different kinds of data will provide researchers with different views from which to

understand data. These slices of data can be either qualitative or quantitative, and either is viewed as valid (Urquhart, 2013). The important consideration is that the more diverse the data slices, the better.

With the publication of Strauss and Corbin's 1990 book, *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*, two schools of grounded theory thought emerged: a more prescriptive school of thought (that is Straussian) and an emergence school of thought (that is Glaserian). Strauss and Corbin (1990) promoted the use of four steps in the coding process, namely, open coding, axial coding, selective coding, and 'coding for process', whereas, Glaser held that there were only three steps required in the coding process, namely, open coding, selective coding, and theoretical coding. Further, Glaser (1992) was of the view that the Strauss and Corbin (1990) methodology 'forced' coding through a unitary paradigm, thereby overlooking the emergent nature of what grounded theory was meant to be.

Figure 3.5 outlines the methodology used in the Phase Two research which is adapted from the work of Urquhart (2013) and follows the Glaserian approach to grounded theory research.

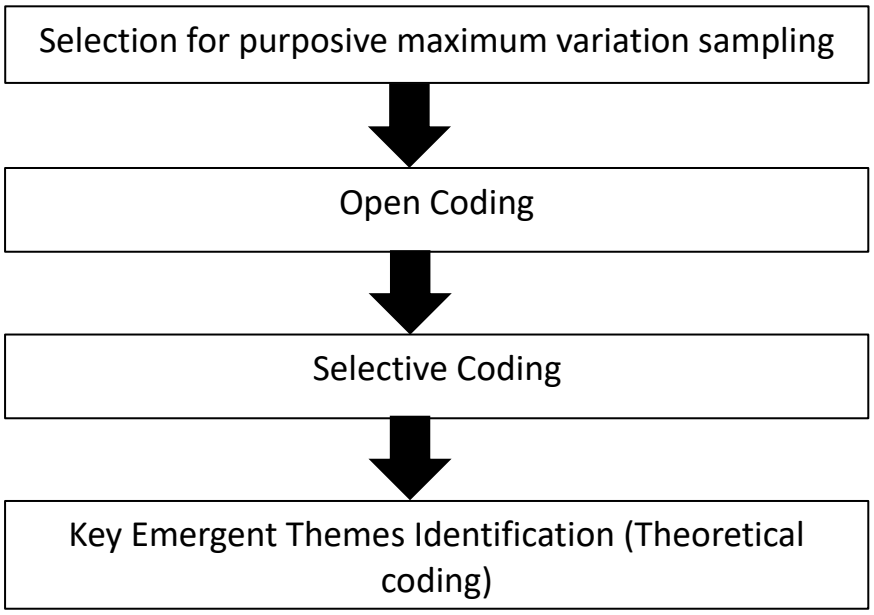


Figure 3.5 Qualitative data coding process

Open coding is described by Glaser (1978, as cited in Urquhart, 2013) as 'coding the data everyway [*sic*] possible' in order to ensure that no possible theory is closed down. The open coding process provides a means of labelling data so as to identify what is important in the data and also what directions the analysis of the data can take. The general approach to open coding is to code line by line from the interview transcript.

Selective coding is the pivotal point of divergence for the Glaserian and Straussian approaches to coding. According to Urquhart (2013), selective coding commences when the open coding process reaches a point of saturation and no new codes are emerging. Glaser (1978, as cited in Urquhart, 2013) defines selective coding as the stage when coding is limited to only those categories that relate to the core category and where future theoretical sampling will be directed by that core category. Strauss and Corbin (1990) recommend that the open coding process be followed by axial coding, such that a coding paradigm is applied to the open codes where the paradigm is causal conditions, context, intervening conditions, action/interaction strategies and consequences. The process is defined as relating categories to subcategories along the lines of their properties and dimensions, following Strauss and Corbin (1998). However, the methodology used in Phase Two of this study adopts the selective coding process promoted by Glaser.

Theoretical coding is described by Glaser (1978, as cited in Urquhart, 2013) as how the substantive [selective] codes are then related to each other (after completing the open coding process and the selective coding process). Charmaz (2006, as cited in Urquhart, 2013) cautions researchers against

theoretical codes to impose frameworks on the data, and urges them to be aware of a possible aura of objectivity around those theoretical codes.

Using the mixed methods approach to data analysis is not without its limitations. These limitations include the following caveats: researchers need to be trained in both quantitative and qualitative data gathering and analysis techniques; mixed methods is time consuming and costly because of the need to train multiple researchers in the techniques of both quantitative and qualitative data gathering and analysis techniques; there is a great deal of data collection involved which is more complex than quantitative or qualitative techniques alone; researcher needs to know how to mix and match each method effectively; there is the possibility for statistical measurement limitations as the qualitative data is vulnerable to collinearity; the research design itself can be complex; it may be difficult to plan and implement one method by drawing on the findings of another; and it may be unclear how to resolve discrepancies that arise in the interpretation of the findings, that is quantitative analysis seeks one consistent truth, however, qualitative research is focused on identifying multiple answers, as interviews reveal a variety of information that may be different, yet true at the same time.

3.5 Reliability and Validity

The purpose of validity and reliability analyses in both components of this concurrent mixed methods study was to check the quality of data collection, analysis and interpretation. Validity measures in a quantitative approach, however, differ from that applied to a qualitative approach (Creswell & Plano Clark, 2011).

In the quantitative component attention was given to both validity and reliability considerations. Validity for a quantitative research approach is defined as the accuracy of interpretations made on the basis of

the survey instrument data, whereas reliability relates to the stability of the survey instrument scores over time (Johnson & Christensen, 2014).

Common method variance, the variance resulting from the measurement method rather than from the factors measured, is a potential problem in quantitative social research (Podsakoff, et al., 2003). Sources of Common method variance include: Common source effects such as social desirability where the need for social acceptance can affect survey responses; item characteristics effects where the structure and language of the items can affect responses; item context effects where an items location with respect to other items can affect responses; and, measurement context effects such as time a location can affect responses.

To enhance the validity, reliability and reduce common method variance of the quantitative component of this study, the majority of the items selected for the survey instrument were from previously constructed scales whose psychometric properties have been tested and whose results indicate high validity and reliability. Further, a small pilot study was undertaken to test the instrument prior to the administration of the online survey questionnaire. The purpose of the pilot was to ensure that items were representative and comprehended. The pilot study included both managers and non-managers, males and females, and participants from a range of age groups. The aim of the exercise as stated was to test the validity and reliability, and in particular, the content validity of the survey items within the instrument and to amend questions and/or format based on feedback. At the end of the pilot feed-back there was general consensus that the original wording of the survey scale items were appropriate and the context made the question clear. Several other related details pertaining to the demographic questions were raised and these were easily amended. The survey scale items were then scrambled to reduce context method effects. Once all the suggestions had been considered and amendments made,

the survey was deemed ready for application. To test for reliability and common method bias the internal reliability score for each factor in this research project was part of the data analysis, confirmatory factor analysis was performed and Harman's single-factor test was applied to the research variables.

It is noted that there is often a lack of consensus relating to the terminology of 'quality' in mixed methods research nomenclature (Onwuegbuzie & Johnson, 2006). Although Creswell and Plano Clark (2011) refer to the checking of quality of data in both quantitative and qualitative orientations as 'validity', other researchers employ a number of other terms to denote quality in mixed methods research. Alternative terms such as 'inference quality' (Teddlie & Tashakkori, 2009) and 'legitimation' (Onwuegbuzie & Leech, 2006) have been proposed in an attempt to divorce the description of quality from quantitatively associated terminology. Corbin prefers the word 'credibility' (Corbin & Strauss, 2008). Conditions of credibility are seen to comprise three principle elements: methodological consistency, clarity of purpose and self-awareness.

In this research a series of strategies was adopted to ensure qualitative validity. This is primarily informed by assessing the accuracy and transparency of the information obtained through the process of qualitative data collection (Creswell & Plano Clark, 2011). To enhance validity participant checking in which interviewer analysis was feedback to the participants for accuracy was often adopted. There was overall agreement from those who participated that the views stated in the interviews were valid and had been honestly represented.

Validation was also introduced by using information from other sources such as conferences, artefacts, and other research projects. A further strategy employed to ensure validation is disconfirming evidence

(Creswell & Plano Clark, 2011). This concept involves the inclusion of perspectives which are contrary to those indicated by most of the other participants. All views were accepted as valid and informing. According to Creswell and Plano Clark (2011), disconfirming evidence confirms the trustworthiness of the research data as real life experience is expected to consist of divergent views.

Finally, although the researcher is a public servant and has the advantage of understanding most of the organisations processes, he was not personally known to the participants and no biographical details were disclosed during the study.

3.6 Administration

The researcher completed the requirements for ethical clearance of research projects involving human participants, having read the National Statement on Ethical conduct in Human Research. Approval from the Avondale Human Research Ethics Committee was received (Appendix 6).

Application was made to the Chief Executive Officer of the public sector service organisation for approval to undertake the research study. Approval was received.

Participation in the quantitative research was voluntary and all survey responses are anonymous. Consent to participate in the survey was received from all participants. Data collection was via paper based and electronic (Survey Monkey) means. Paper based surveys were returned direct to Avondale Faculty of Business and Information Technology and were stored securely on site.

Participation in the qualitative research was voluntary and all interview transcripts were kept confidential. Interviews were transcribed into Microsoft Word by the researcher and the recording

destroyed upon completion of the transcription. It is not possible to identify the interviewee from the transcription. The suitability of the interview questions to be used in this research context was tested by presenting the questions to a small pilot group of people who had an understanding of the design of interview questionnaires and of public sector organisations generally. The pilot participants' suggestions assisted in maintaining the focus of the interviews upon the positive outcome of job satisfaction and the impact of change, both past and present upon job satisfaction. The researcher, in consultation with the pilot participants, adapted the interview questions to address the issues raised by the pilot participants.

3.7 Conclusion

Chapter Three has introduced the study worldview; outlined the research methodology and approach; the theoretical framework; and elements of the research design adopted to explore the research questions. The research questions were explored using a mixed methods approach, encompassing two distinct frameworks: a quantitative framework (Phase One) and a qualitative framework (Phase Two). The two orientations although distinctive, were not seen as complimentary, rather than mutually exclusive, as both Phase One and Phase Two explored the same research questions.

The next chapter discusses the first phase of the research study, the quantitative orientation, which explores the individual's job satisfaction during a period of significant organisational change. This quantitative approach to the research study utilises the results of analyses of numerical data which documents frequencies, events, scales, relationships and attitudes, and the search for variations across demographics.

CHAPTER 4 PHASE ONE - ANALYSIS AND REPORTING OF QUANTITATIVE DATA

4.1 Introduction

This research study employed a two-phase convergent mixed method design to explore the research question:

What are the factors that influence employee's attitude to change adopting job satisfaction as a marker for the impact of change?

- What are the factors in the context domain that influence employee's attitude to change?
- What are the factors in the attitude/attribution domain that influence employee's attitude to change?
- What are the factors in the organisational process domain that influence employee's attitude to change?
- What are the factors in the hierarchical domain that influence employee's attitude to change?

In this chapter the first phase, the quantitative orientation, is discussed. Quantitative approaches to research utilise the results of analyses of numerical data to document frequencies, events, scales, relationships and attitudes, and search for variations across demographics. In this ex post facto cross-sectional study, a survey instrument is employed to explore the individual's job satisfaction during a period of significant organisational change. Insights from these results have the potential to influence and improve the process of change initiatives in the future with the aim of optimising the sustainability of the change.

The second phase of this research study, the qualitative orientation, will be discussed in Chapter Five.

4.2 Survey Instrument

The survey instrument consisted of two sections: a demographic section of four items and a change perspectives section which consisted of 27 items exploring employee attitudes to change.

First, to explore the influences of the participants' demographic on their responses to the survey items four demographic variables were employed: Gender, Age group, Employment classification, and Employee status.

Secondly, informed by the literature, seven change perspective factors comprising three inter-related subsections were identified to have an influence on the participants' job satisfaction during a time of significant workplace change (Figure 4.1).

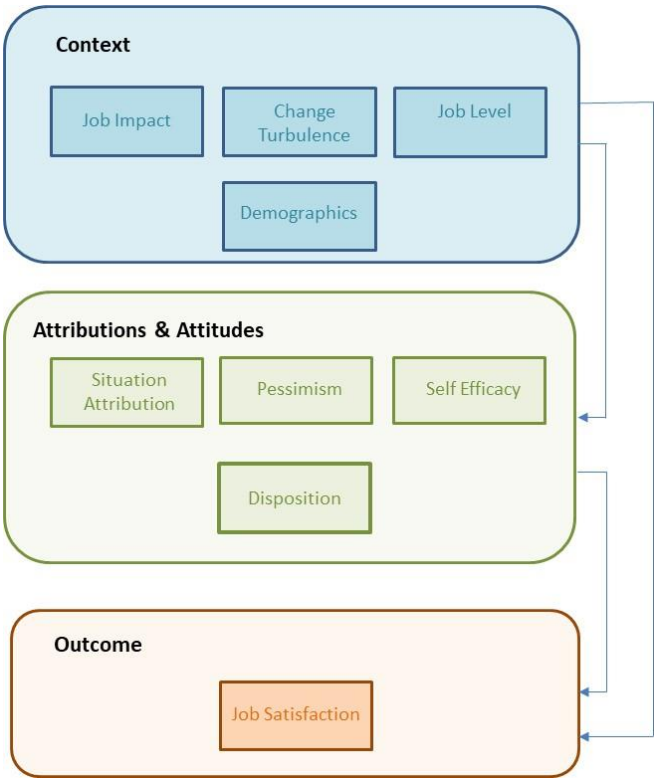


Figure 4.1 Conceptual model of employees change perspective factors that influence job satisfaction (compiled by the researcher from the literature review)

This conceptual model linking factors that influence attitudes to, and impacts of, organisational change adopted for this study included potential inter-factor and direct and indirect influencers on the respective factors on job satisfaction.

The first set of influence factors were the Contextual Factors: Change Turbulence, Job Impact, and Job Level. The Change Turbulence and Job Impact scales were determined by the following survey questions:

Job Level was determined by the participant's response.

Change Turbulence *The degree to which previous change initiatives (either internal or external) impact a recipient's attitude to the current change initiative (Herold et al., 2007).*	**Survey Question**
This change occurred during a turbulent time for our work unit	21
This change suffered from too many other distractions	1
We were still trying to digest earlier changes when we embarked on this one	22
This change would have been easier if we were not already dealing with a number of other changes	24

Job Impact *The degree to which the change initiative has affected the recipient's personal work (Fedor et al., 2006)*	**Survey Question**
As a result of this change, the nature of my work has changed	18
As a result of this change, I find greater demands placed upon me at work	20
As a result of this change, my job responsibilities have changed	4
As a result of this change, I am expected to do more work than I used to	6

The second set of factors were the Attitude and Attributions: Self-efficacy, Pessimism, Situation, and Disposition. The scales for these factors were determined by the following survey questions:

Self-efficacy *The definition of self-efficacy used in this paper is that proposed by Wood and Bandura (1989, p.408, as cited in Chen, Gully, & Eden, 2001), being the "beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands".*	**Survey Question**
I am able to successfully overcome the challenges of change	7
When facing difficult changes I am certain that I can deal with them	3
I believe I can deal with most any change to which I set my mind	25
I will be able to achieve most of the change goals that I have set for myself	12
In general, I think that I can achieve change outcomes that are important to me	9
I am confident that I can perform effectively on the tasks that this change requires	27

Pessimism *The degree to which the recipient's attitude is negative toward the change initiative. Adapted from Wanous et al. (2000).*	**Survey Question**
Most of the programs that are supposed to solve problems around here will not do much good	14
Attempts to make things better around here will not produce good results	2
Suggestions on how to solve problems will not produce much real change	5
Plans for future improvement will not amount to much	19

Situation *The degree to which the individual attributes the success or failure of the change initiative to the work situation or the group norm. Adapted from Wanous et al. (2000).*	**Survey Question**
The people responsible for fixing problems around here cannot really be blamed if things do not improve	15
The people responsible for fixing problems around here are overloaded with too many job responsibilities	26

The people responsible for fixing problems around here do not have the resources they need to get the job done	10
The people responsible for fixing problems around here do not get the cooperation they need from others	16

Disposition *The degree to which the participant perceives their contribution contributes to the success or failure of the change. Adapted from Wanous et al. (2000).*	**Survey Question**
The people responsible for solving problems around here do not try hard enough to solve them	8
The people responsible for making things better around here do not care enough about their jobs	11
The people responsible for making improvements do not know enough about what they are doing	23
The people responsible for making changes here do not have the skills needed to do their jobs	13

The Outcome variable, Job Satisfaction, was determined by a single survey item as indicated below:

Job Satisfaction *The degree to which an employee's job provides satisfaction or meets their needs, Anderson (1996).*	**Survey Question**
At this point of time I have job satisfaction	17

The suitability of the original survey instrument in this context was tested by presenting the survey to a small pilot group of people who understood survey construction and a public sector organisation. The pilot participants understood the intent of the questions but commented that the language in some of the questions was overly negative and could be considered derogatory in its orientation. The researcher in consultation with the pilot participants adapted the questions to address the issues raised by the pilot participants. This process generated the respective items outlined above.

4.3 Data Collection

The survey was administered to employees in three geographical units in an Australian public sector service organisation. A total of 143 usable survey questionnaires were completed. The data were entered into the statistical software package IBM-SPSS-24. Missing data were minimal (less than 2%), randomly distributed, and were replaced using the series mean procedure in the SPSS missing values option.

4.4 Sample Characteristics

4.4.1 Gender

The sample of survey respondents consisted of 30 (21.0%) males, 112 (78.3% females and one (0.70%) respondent who did not complete this question. This gender distribution reflects the gender distribution within these geographic units of the organisation.

4.4.2 Age group

Age groups were: 20-29 (11.2%), 30-39 (21.7%), 40-49 (28.7%), 50-59 (31.5%), 60 and over (6.3%). One (0.70%) respondent did not complete this question.

4.4.3 Employment classification

Employment classification results were: executive (10.5%), manager/supervisor/team leader (23.1%), and non-manager/non supervisor/non team leader (66.4%). All respondents completed this question.

For the purposes of this study, the participants have been classified into two groups of roles with the first group being managerial (that is the executive/manager/supervisor/team leader and they made up 33.6% of the participants) and the second group being non managerial (that is the non-manager/non supervisor/non team leader and they made up 66.4% of the participants).

ANOVA analysis for the three groups executive, manager/supervisor/team leader, and non-manager/non supervisor/non team leader, was performed for each of the research factors (cynicism, situation attribution, job impact, turbulence, job satisfaction, and self-efficacy) and there was found to be no significant difference between the executive and the manager/supervisor/team leaders except for the cynicism scale where even though there was a difference the hierarchy of the respective scores placed the executive and the manager/supervisor/team leaders together. This supported the decision to classify the participants into two groups.

4.4.4 Employee Status

The results of the employment status were: full-time employees (69.2%), part-time/casual (15.4%), contractor/temporary (7.7%), and other (0.7%). Seven percent of respondents did not complete this question.

4.5 Application of the Conceptual Model

Even though the conceptual model consists of a number of factors that have been verified in different international contexts the literature did not provide verification in an Australian public sector service organisation. Therefore, this component of the study was to explore the validity of the factor structure of the conceptual model and the internal reliability of the respective factors in an Australian public sector service organisation.

4.5.1 Factor Analysis

Exploratory factor analysis was performed on the 26 change perspective items in the conceptual model using Principal Component Analysis (PCA) with Varimax rotation and Kaiser Normalisation. The Kaiser-Myer-Olkin (KMO) was 0.826 which is greater than the minimum criterion of 0.5 (Hutcheson & Sofroniou, 1999) which is indicative of sampling adequacy. The KMO values for all individual items

except one were above the acceptable limit of 0.5 (Field, 2018). An initial analysis was run to obtain Eigen values for each factor in the data. The factors for which Eigen values over Kaiser's criterion of one, in combination explain 65.6% of the variance. Table 4.1 presents the factor loadings of the initial exploratory factor analysis of the 26 change perspective items used in this study.

Table 4.1 Factor loadings of initial Exploratory Factor Analysis, of 26 change perspective items (Eigen values >1)

ITEM	Factor				
	1	2	3	4	5
This change suffered from too many other distractions	.350			.534	
Attempts to make things better around here will not produce good results	.754				
When facing difficult changes I am certain that I can deal with them		.622			
As a result of this change, my job responsibilities have changed			.806		
Suggestions on how to solve problems will not produce much real change	.743				
As a result of this change, I am expected to do more work than I used to			.769		
I am able to successfully overcome the challenges of change		.833			
The people responsible for solving problems around here do not try hard enough to solve them	.868				
In general, I think that I can achieve change outcomes that are important to me		.590			
The people responsible for fixing problems around here do not have the resources they need to get the job done				.326	.515
The people responsible for making things better around here do not care enough about their jobs	.773				
I will be able to achieve most of the change goals that I have set for myself		.763			
The people responsible for making changes here do not have the skills needed to do their jobs	.836				
Most of the programs that are supposed to solve problems around here will not do much good	.816	-.329			
The people responsible for fixing problems around here cannot really be blamed if things do not improve					.621
The people responsible for fixing problems around here do not get the cooperation they need from others					.731
As a result of this change, the nature of my work has changed			.867		
Plans for future improvement will not amount to much	.782				
As a result of this change, I find greater demands placed upon me at work			.727	.392	
This change occurred during a turbulent time for our work unit				.803	
We were still trying to digest earlier changes when we embarked on this one				.824	
The people responsible for making improvements do not know enough about what they are doing	.852				
This change would have been easier if we were not already dealing with a number of other changes				.745	
I believe I can deal with most any change to which I set my mind		.832			
The people responsible for fixing problems around here are overloaded with too many job responsibilities				.332	.717
I am confident that I can perform effectively on the tasks that this change requires		.803			

The double loadings within the factor loadings of 0.4 or less were eliminated from the factor structure and the items relating to the respective conceptual model factors grouped together are presented in Table 4.2.

Table 4.2 Factor loadings for final factor structure of the conceptual model

ITEM	Factor Name	Factor				
		1	2	3	4	5
This change suffered from too many other distractions	Change turbulence				.534	
This change occurred during a turbulent time for our work unit	Change turbulence				.803	
We were still trying to digest earlier changes when we embarked on this one	Change turbulence				.824	
This change would have been easier if we were not already dealing with a number of other changes	Change turbulence				.745	
As a result of this change, my job responsibilities have changed	Personal job impact			.806		
As a result of this change, I am expected to do more work than I used to	Personal job impact			.769		
As a result of this change, the nature of my work has changed	Personal job impact			.867		
As a result of this change, I find greater demands placed upon me at work	Personal job impact			.727		
When facing difficult changes I am certain that I can deal with them	Self-efficacy		.622			
I am able to successfully overcome the challenges of change	Self-efficacy		.833			
In general, I think that I can achieve change outcomes that are important to me	Self-efficacy		.590			
I will be able to achieve most of the change goals that I have set for myself	Self-efficacy		.763			
I believe I can deal with most any change to which I set my mind	Self-efficacy		.832			
I am confident that I can perform effectively on the tasks that this change requires	Self-efficacy		.803			
Attempts to make things better around here will not produce good results	Pessimism	.754				
Suggestions on how to solve problems will not produce much real change	Pessimism	.743				
Most of the programs that are supposed to solve problems around here will not do much good	Pessimism	.816				
Plans for future improvement will not amount to much	Pessimism	.782				
The people responsible for fixing problems around here do not have the resources they need to get the job done	Situation Attribution					.515

The people responsible for fixing problems around here cannot really be blamed if things do not improve	Situation Attribution					.621
The people responsible for fixing problems around here do not get the cooperation they need from others	Situation Attribution					.731
The people responsible for fixing problems around here are overloaded with too many job responsibilities	Situation Attribution					.717
The people responsible for solving problems around here do not try hard enough to solve them	Dispositional Attribution	.868				
The people responsible for making things better around here do not care enough about their jobs	Dispositional Attribution	.773				
The people responsible for making changes here do not have the skills needed to do their jobs	Dispositional Attribution	.836				
The people responsible for making improvements do not know enough about what they are doing	Dispositional Attribution	.852				

From this factor analysis the Pessimism and Disposition factors were loaded together rather than being two distinct factors. This follows the factor analysis of (Wanous et al., 2000) in their study of a large unionised Midwestern manufacturing plant that produced component parts for the US automotive industry. They also found that Pessimism and Dispositional attribution should not be separated. In this current study, attempts to separate these two factors resulted in models that were not statistically meaningful and were outside expectations. For this current study, then, these two factors were merged to generate a single factor Change Cynicism, that is, the degree to which the recipients' attitude is negative to the change initiative and the outcome of the change initiative is to a large extent independent of their actions.

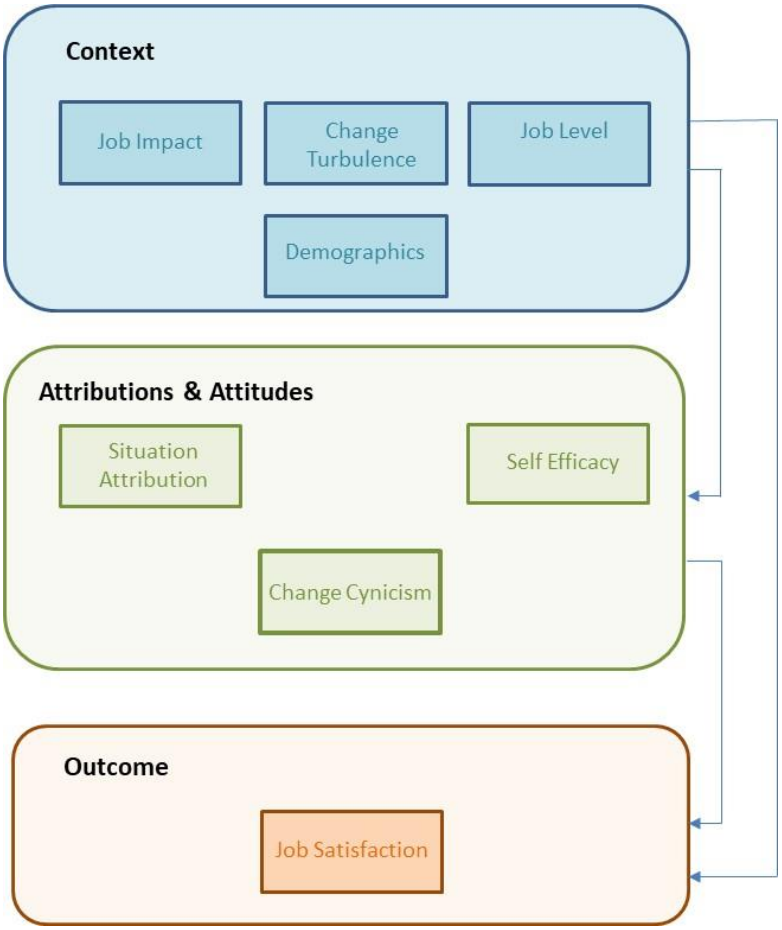


Figure 4.2 Final conceptual model coalescing the Pessimism and Dispositional factors into a single factor – Change Cynicism

4.5.2 Factor Reliability

The internal reliability for each factor scale was determined using Cronbach's alpha (Table 4.3). Each factor scale returned a significant Cronbach alpha which, in combination with the factor analysis, supports the initial factor structure presented in the conceptual model (Figure 4.2). Support for the combining of the factors Pessimism and Disposition generating a new factor, Change Cynicism, is evidenced by the Cronbach's alpha being significantly high (0.935).

Table 4.3 Factor internal reliability coefficients

Factors	Cronbach's Alpha
Change Turbulence	0.795
Job Impact	0.848
Self-efficacy	0.850
Situation Attribution	0.594
Change Cynicism	0.935

4.5.3 Factor Scales: Characteristics

The mean and standard deviation of each of the factor scales are presented in Table 4.4. These factors were scored on a six point Likert scale where one indicated strong disagreement with the factor statements and six indicated strong agreement with the factor statements. A scale value greater than 3.5 indicates that the majority of the respondents agreed with the scale concept, whereas, a value less than 3.5 indicates that the majority of the respondents disagreed with the scale concept.

The greatest scale mean was Self-efficacy with a mean value of 4.8690 which indicates that a large majority of the respondents felt they were most often capable of dealing with the work demands presented by the change process. Most participants, however, indicated that there were a minority of circumstances in which they were incapable of dealing with the work demands presented by the change process. The job satisfaction scale mean was 4.2378 again representing a view that a large number of the respondents were satisfied with their job in spite of working within an organisation undergoing significant change.

The scale means for Change Turbulence, Job Impact, and Situation Attribution (3.8333, 3.6525, and 3.6426) were similar and indicated that there were more respondents who perceived they were facing quite significant Change Turbulence and Job Impact, and the result of the change program was often dependent upon external factors than the inverse.

Table 4.4 Mean and standard deviation values of the change model factor scales

Factor		Scale Mean	Scale Standard Deviation
Change Turbulence	Overall	3.8333	1.1031
Job Impact	Overall	3.6525	1.1907
Self-efficacy	Overall	4.8690	0.6493
Situation Attribution	Overall	3.6426	0.9242
Change Cynicism	Overall	3.0562	1.2469
Job satisfaction	Overall	4.2378	1.4581

The Change Cynicism scale (3.0562), in contrast to the other scales, indicated that many of the respondents did not display significant change cynicism. This result was not predicted and is in need of further exploration.

The change model factor scale scores were then tested for significant differences across gender using the t-Test procedure (Table 4.5). No points of significant difference were found to be present.

Table 4.5 Mean and standard deviation values of the change model factor scales across gender

Factor		Scale Mean	Scale Standard Deviation
Change Turbulence	Overall	3.8333	1.1031
	Male	3.9194	1.1673
	Female	3.8110	1.0945
Job Impact	Overall	3.6525	1.1907
	Male	3.7333	1.1576
	Female	3.6308	1.2089
Self-efficacy	Overall	4.8690	0.6493
	Male	4.8123	0.6819
	Female	4.8842	0.6456
Situation Attribution	Overall	3.6426	0.9242
	Male	3.3917	0.5969
	Female	3.7044	0.9876
Change Cynicism	Overall	3.0562	1.2469
	Male	3.3583	1.4186
	Female	2.9690	1.2354
Job satisfaction	Overall	4.2378	1.4581
	Male	4.2000	1.3995
	Female	4.2321	1.4764

***** Significant difference between hierarchical levels

The change model factor scale scores were then tested for significant differences across gender using the t-Test procedure (Table 4.5). No points of significant difference were found to be present.

Table 4.6 Mean and standard deviation values of the change model factor scales across age groups

Factor		Scale Mean	Scale Standard Deviation
Change Turbulence *	Overall	3.8333	1.1031
	50+ years	4.2299	0.9894
	Less than 50 years	3.6023	1.1066
Job Impact *	Overall	3.6525	1.1907
	50+ years	4.0723	1.1193
	Less than 50 years	3.3938	1.1721
Self-efficacy	Overall	4.8690	0.6493
	50+ years	4.8957	0.6785
	Less than 50 years	4.8493	0.6371
Situation Attribution	Overall	3.6426	0.9242
	50+ years	3.6925	0.9561
	Less than 50 years	3.5938	0.8964
Change Cynicism *	Overall	3.0562	1.2469
	50+ years	2.7534	1.3884
	Less than 50 years	3.2364	1.1824
Job satisfaction	Overall	4.2378	1.4581
	50+ years	4.2778	1.4719
	Less than 50 years	4.2045	1.4634

* Significant difference between hierarchical levels

The differences in change model factor scale scores across the two age groups (less than 50 years and 50+ years) very closely followed the pattern of difference across hierarchical levels. This is to be expected when 56% of the managers and only 29% of the non-mangers were in the 50+ year's age group.

4.5.4 Factor Scales: Hierarchical Differences

The change model factor scale scores were then tested for significant differences across hierarchical levels using the t-Test procedure (Table 4.7). Points of significant difference were found to be present.

Table 4.7 Mean and standard deviation values of the change model factor scales (overall, manager, and non-manager)

Factor		Scale Mean	Scale Standard Deviation
Change Turbulence	Overall	3.8333	1.1031
	Manager	3.9340	1.1171
	Non-manager	3.7825	1.0983
Job Impact *	Overall	3.6525	1.1907
	Manager	4.1282	1.1056
	Non-manager	3.4121	1.1648
Self-efficacy	Overall	4.8690	0.6493
	Manager	4.9521	0.6557
	Non-manager	4.8271	0.6454
Situation Attribution	Overall	3.6426	0.9242
	Manager	3.6957	0.8551
	Non-manager	3.6158	0.9605
Change Cynicism *	Overall	3.0562	1.2469
	Manager	2.6446	1.1809
	Non-manager	3.2641	1.2802
Job satisfaction *	Overall	4.2378	1.4581
	Manager	4.6458	1.2963
	Non-manager	4.0316	1.4978

* Significant difference between hierarchical levels

4.5.4.1 Change Turbulence

The scale mean values of the turbulence factor for both Managers and Non-managers are shown in Table 4.7. t-Test analysis found no significant difference in the scale mean value of turbulence between the Managers and the Non-managers.

4.5.4.2 Job Impact

The scale mean values of the Job Impact factor for both Managers and Non-managers are shown in Table 4.7. t-Test analysis found a significant difference in the scale mean value of Job Impact between the Managers (4.1282) and the Non-managers (3.4121), [t(141)=3.530,p = .001]. The data indicates the organisational change within which the respondents were operating impacted the Managers to a greater extent than the Non-managers.

4.5.4.3 Self-efficacy

The scale mean values of the Self-efficacy factor for both Managers and Non-managers are shown in Table 4.7. t-Test analysis found no significant difference in the scale mean value of self-efficacy between the Managers and the Non-managers. Contrary to expectations, both the Managers and the Non-managers felt they were most often capable of dealing with the situational demands presented by the change process.

4.5.4.4 Situation Attribution

The scale mean values of the Situational Attribution factor for both Managers and Non-managers are shown in Table 4.7. t-Test analysis found no significant difference in the scale mean value of Situation Attribution between the Managers and the Non-managers. This lack of difference seems counter intuitive. It was expected that the Non-managers would be more likely than the Managers to blame the organisational culture and system for difficulties in the work situation during the period of change.

4.5.4.5 Change Cynicism

The scale mean values of the Change Cynicism factor for both Managers and Non-managers are shown in Table 4.7. t-Test analysis found there was significant difference in the scale mean value of Change Cynicism between the Managers (2.6446) and the Non-managers (3.2641), [t(141)=2.803,p =

.006]. Even though both Managers and Non-managers reported a relatively low level Change Cynicism score, the Managers were significantly less cynical about the change process than were the Non-managers.

4.5.4.6 Job Satisfaction

The scale mean values of the Job Satisfaction factor for both Managers and Non-managers are shown in Table 4.7. t-Test analysis found there was a significant difference in the scale mean value of Job Satisfaction between the Managers (4.6458) and the Non-managers (4.0316), [t(141)=2.419,p = .017]. The Non-managers' level of job satisfaction is high, and the Managers' level of Job Satisfaction was also high. The level of Job Satisfaction for Managers was expected to be higher than Non-managers because of the role that each fulfils in the change process, nevertheless, the Non-managers level of Job Satisfaction was still high which was not expected during a period of significant organisational change.

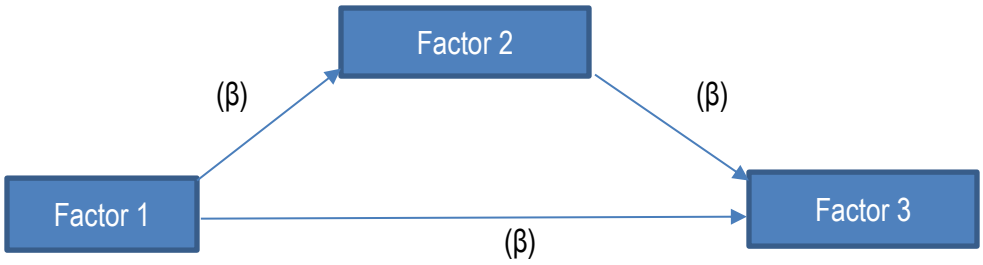
4.5.5 Factor Model: Structured Equation Modelling

4.5.5.1 Introduction

A major focus of this chapter was the analysis of the effect of a number of factors on Job Satisfaction during a period of significant organisational change. In order to explore these interrelationships, Structured Equation Modelling (SEM) analysis was employed using AMOS Modelling (Version 24; Amos Development Corporation, Crawfordville, FL, USA), particularly to explore the differences in relationships for Managers compared to Non-managers. SEM is a statistical technique that allows an examination of multiple interrelated dependence relationships between predictor factors and outcome factors simultaneously. Most importantly SEM is theory-driven demanding justification for the dependence relationships (Ho, 2014).

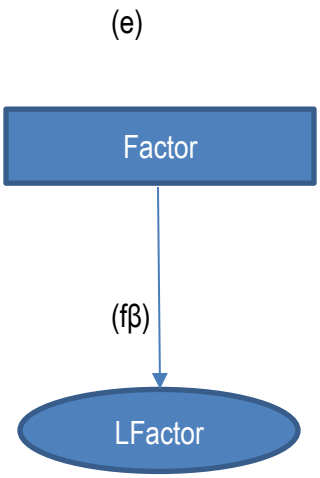
For this study the SEM analysis consisted of two initial processes: the construction and testing for model fit for the measurement model and construction and testing for model fit for the structural model. Once the measurement model is deemed appropriate then path analysis of the structural model then took place.

With SEM analysis pathway arrows are adopted to show relationships between factors, and the path regression coefficients (β) of the respective paths indicate the strength of the relationship between two factors. SEM analysis allows the simultaneous review of both indirect paths factors (Factor 1 to Factor 3 via Factor 2) and direct paths (Factor 1 to Factor 3). The strength of the relationship between factors via a third factor (a mediating factor) is determined by multiplying the respective path elements (β) values.



A further advantage of SEM is that it accounts for measurement error in the factors thus improving statistical estimation. A criticism of a single composite variable (depicted by a rectangular box) generated by the simple addition of factor survey items (for example self-efficacy), is its failure to account for measurement error. By using the formula of (Joeskog & Sorbom, 1993; Munck, 1979) we are able to develop single latent (a variable that cannot be measured directly) variables (depicted as an oval and the title by the use of 'L' in the path analysis models) with fixed regression coefficients (fβ) and measurement error variances (e). The fixed regression coefficients reflected the regression of each

composite variable on its latent variable and the measurement error variances (e) associated with each composite variable.



This results in structural paths between factors that are relatively free of the unreliabilities of their measurement indicators. The conceptual model of employees' perception of factors that influence Job Satisfaction depicting the latent variables that takes into account of the measurement error (e) of the respective factors and the fixed regression coefficients of the regression of each composite variable on its latent variable is illustrated in Figure 4.3

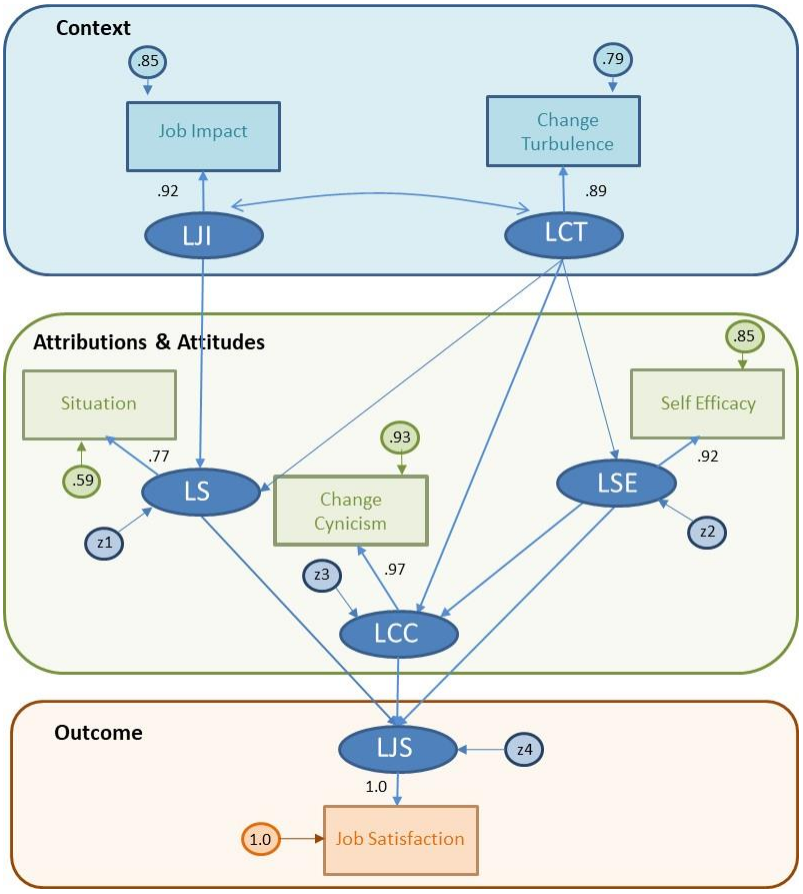


Figure 4.3 Hypothetical structural model: Displaying the single composite variable and its related latent variable

The original database was cleaned by rejecting respondents who did not respond to groups of items in the survey. This resulted in a database with 3 percent of data missing. Prior to SEM analysis, factors with missing data were treated by replacing missing values using the series mean method in SPSS. This was required as SEM analysis in AMOS needs data sets that have no missing data. There is no established cut-off in the literature for the missing data (Dong & Peng, 2013). Schafer (1999) asserted that missing data of 5 percent is inconsequential; however Bennett (2001) maintained that statistical analysis is not likely to be biased if up to 10 percent of data are missing.

4.5.5.2 Measurement Model

The exploratory factor analysis data indicated a potential measurement model consisted of:

A Change Cynicism scale derived from the following 8 items:

14	Most of the programs that are supposed to solve problems around here will not do much good
2	Attempts to make things better around here will not produce good results
5	Suggestions on how to solve problems will not produce much real change
19	Plans for future improvement will not amount to much
8	The people responsible for solving problems around here do not try hard enough to solve them
11	The people responsible for making things better around here do not care enough about their jobs
23	The people responsible for making improvements do not know enough about what they are doing
13	The people responsible for making changes here do not have the skills needed to do their jobs

A Situation Attribution scale derived from the following 4 items:

15	The people responsible for fixing problems around here cannot really be blamed if things do not improve
16	The people responsible for fixing problems around here do not get the cooperation they need from others
10	The people responsible for fixing problems around here do not have the resources they need to get the job done
26	The people responsible for fixing problems around here are overloaded with too many job responsibilities

A Job Impact scale derived from the following 4 items:

18	As a result of this change, the nature of my work has changed
20	As a result of this change, I find greater demands placed upon me at work
4	As a result of this change, my job responsibilities have changed
6	As a result of this change, I am expected to do more work than I used to

A Turbulence scale derived from the following 4 items:

21	This change occurred during a turbulent time for our work unit
1	This change suffered from too many other distractions
22	We were still trying to digest earlier changes when we embarked on this one
24	This change would have been easier if we were not already dealing with a number of other changes

A Self-efficacy scale derived from the following 4 items:

7	I am able to successfully overcome the challenges of change
3	When facing difficult changes I am certain that I can deal with them
25	I believe I can deal with most any change to which I set my mind
12	I will be able to achieve most of the change goals that I have set for myself
9	In general, I think that I can achieve change outcomes that are important to me
27	I am confident that I can perform effectively on the tasks that this change requires

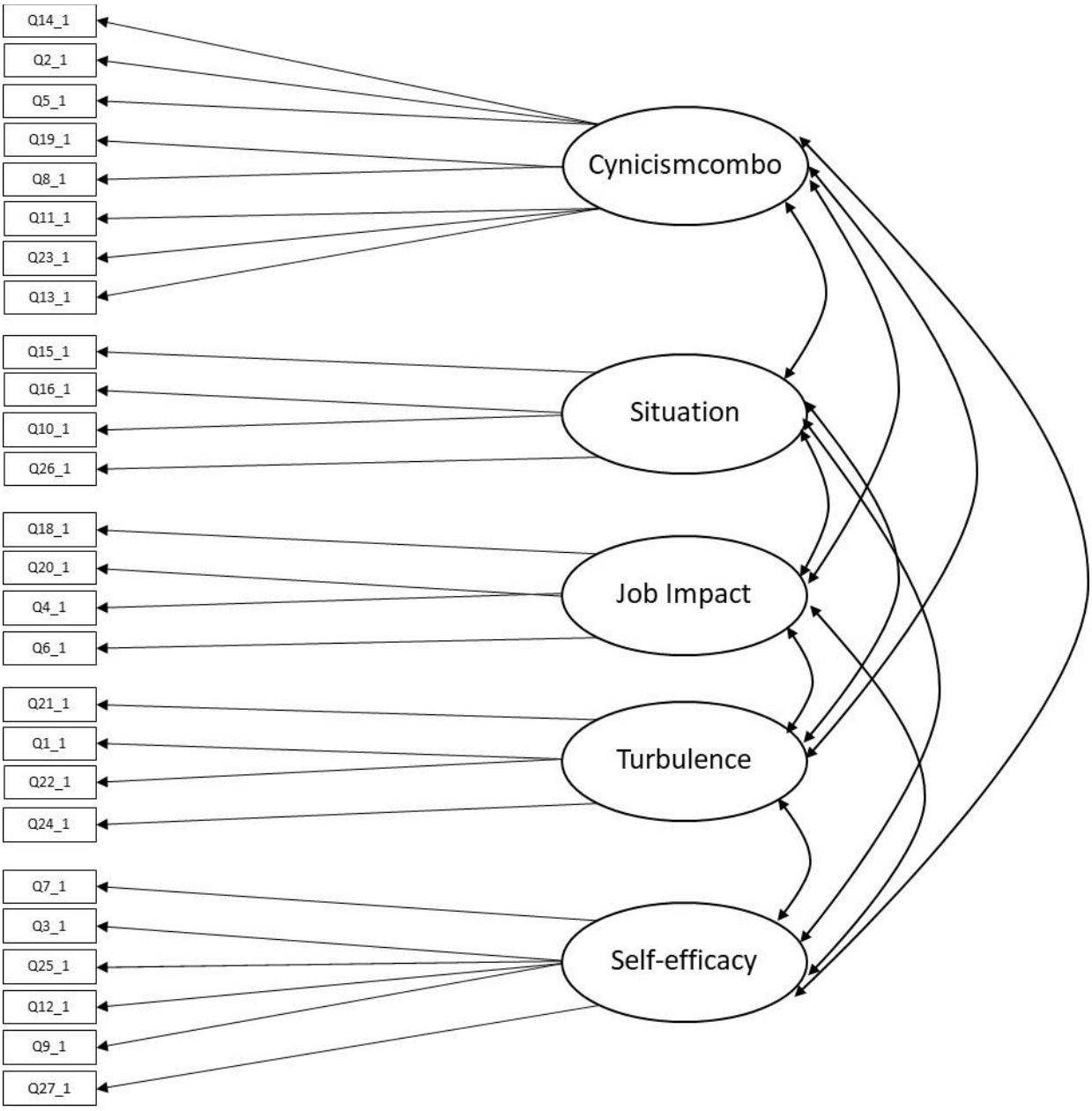


Figure 4.4 Measurement model

Confirmatory factor analysis of this five-factor measurement model (Figure 4.4) showed a good fit to the data (CFI = 0.91, TLI = 0.90, IFI = 0.91, RMSEA = .06) and supported this model as an appropriate model this study.

4.5.5.3 Structural Model

The structural model, based on the literature review, theoretical considerations, and prior empirical research was submitted for SEM analysis using techniques developed by Joreskog and Sorbom (1989). This involved utilising an iterative process of inspection of the statistical significance of the path coefficients in the structural model and the theoretical relevance of the constructs in the model. This process generated the associated structural model adopted for the exploration of the influence of context and attitude factors on job satisfaction during a period of significant change.

The structural model fit was examined using multiple goodness-of-fit indices: chi-square (X^2) statistic (CMIN), relative X^2 (CMIN/DF), baseline comparisons fit indices of NFI, RFI, IFI, TLI, CFI and RMSEA. A baseline comparison fit indices above 0.09 is considered a good model fit (Bentler, 1990). A RMSEA value of less than 0.08 indicates a close fit between the data and the model (Hooper et al., 2008; Hu & Bentler, 1999). Analysis of the paths within the structural model (Figure 4.3), depicted by single headed arrows, was based on path coefficients.

To explore both the relationships between influence factors and Job Satisfaction for both Managers and Non-managers the Context factor – Job Level was removed from the final structural model (Figure 4.3). Then SEM analysis was carried out firstly with the aggregated data (manager and non-manager data combined) and secondly multi-group SEM analysis was used to compare the relationships impacting job satisfaction for both managers and non-managers separately.

4.5.5.4 Model Analysis: Aggregated Data

The SEM analysis techniques of Joreskog and Sorbom (1993) and the formula of Munck (1979) were used to generate a structural model depicting both composite variables and their associated latent variables and identifying significant path coefficients (Figure 4.5).

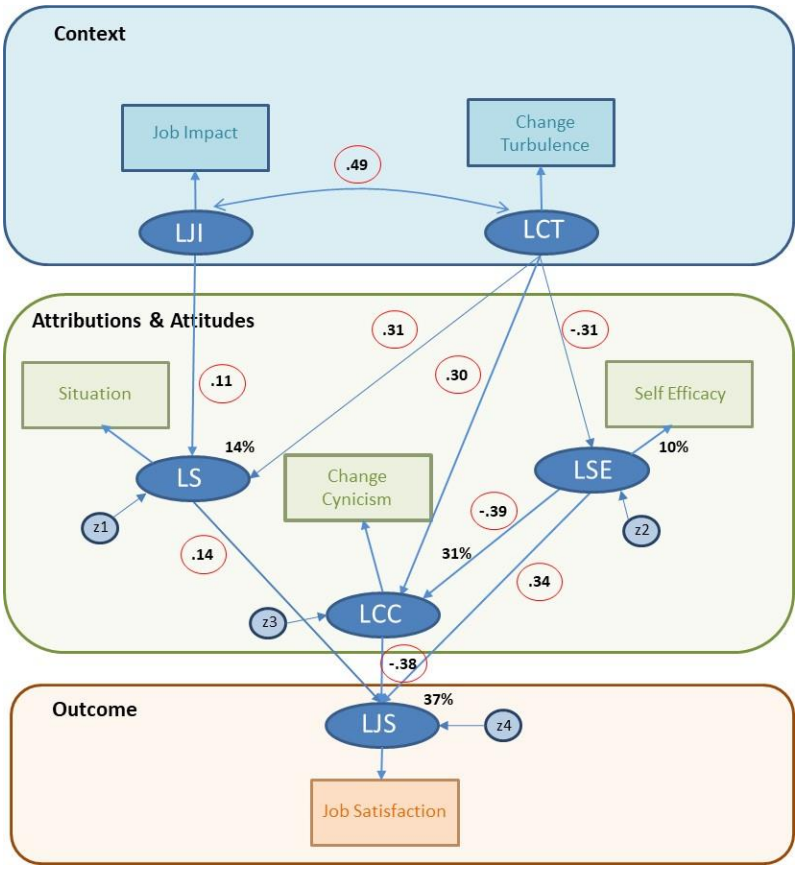


Figure 4.5 Structural model: for aggregated data – path analysis

The structural model with the aggregated sample fits the data very well. The Chi-square/degrees of freedom ratio is 1.143, well below the recommended 3 or under. The baseline comparisons (NFI = 0.955, IFI = 0.994, TLI = 0.984, CFI = 0.994) were all above the 0.9 which is indicative of good fit (Iacobucci, 2009; Ho, 2014). The Root-Mean-Square-Error-Approximation (RMSEA , 0.032) was less

than 0.05 which indicates a close fit between data and model (Ho, 2014). These criteria indicate there is strong empirical evidence to support the structural model.

In the aggregated model the two Context variables had no direct effect on Job Satisfaction, but had direct effects upon the Attribution and Attitude variables. The path coefficient between Job Impact and Situation Attribution was the weakest (β = 0.11) of these direct effects on the Attribution and Attitude variables. That is, Job Impact had a weak positive association with Situation Attribution. Change Turbulence had a moderate positive association with the Attribution and Attitude variables Situation Attribution (β = 0.31), Change Cynicism (β = 0.30). In contrast Change Turbulence had a moderate negative association with Self-efficacy (β = -0.31). All three of the Attribution and Attitude variables had direct effects on Job Satisfaction, Situation Attribution (β = 0.14), Change Cynicism (β = -0.38) and Self-efficacy (β = 0.34) respectively. That is, Situation Attribution had small positive association with Job Satisfaction, Self-Efficacy had a moderate positive association with Job Satisfaction, but Change Cynicism had a moderate negative association with Job Satisfaction. The overall model (Figure 4.5) explains 37% of the variance in Job Satisfaction.

From this it is noted that there was a moderate negative association between an increase in Change Turbulence and employee Self-efficacy, whereas an increase in Change Turbulence had a moderate positive association with employee Change Cynicism. Increases in both Change Turbulence and Job Impact had a positive association with Situation Attribution (support for managers) during periods of significant change. There is a strong positive relationship between employees' Self-efficacy and Job Satisfaction, whereas there is a strong negative association between employees' Change Cynicism and Job Satisfaction. As expected there is a small positive relationship between the factor Situation Attribution (support for Managers during periods of significant change) and Job Satisfaction.

Using the data from the model SEM analysis, the Baron & Kenny (1986) four step process was adopted to establish mediation for the three model mediating variables Self-efficacy, Change Cynicism and Situation. When there are multiple mediators they can be test separately or simultaneously (Kenny, Kashy & Bolger, 1998). The analyses found that Self-efficacy, Change Cynicism and Situation mediated the relationship between Change Turbulence and Job Satisfaction (β – Self-efficacy mediation = -.105, β – Change Cynicism mediation = -.114, β – Situation mediation = -.043).

4.5.5.5 Model Analysis: Hierarchical Difference

Initially the model for the aggregated data was investigated then an exploration of the differences between the Managers and the Non-managers in periods of significant change was conducted to compare variant and invariant models to determine whether the structural model was stable across the two groups. The group-invariant model postulates that the patterns of relationships between the two groups are similar. That is, the influence of the respective factors on Job Satisfaction follows similar patterns for the two groups. The group-variant model postulates that the patterns of relationships between the two groups are dissimilar. The Akaike Information Criterion (AIC) for the invariant model is smaller than for the variant model, which indicates that the invariant model is both a better model fit and more parsimonious. The baseline goodness of fit indices for the invariant model were all greater than the recommended 0.9 and the RMSEA of 0.035 indicates the invariant model is a good fit for the data.

The structural models Figure 4.6 (for Managers – path analysis) and Figure 4.7 (for Non-managers – path analysis) illustrate the structural equation models with standardised parameter estimates for the Managers and Non-manager respondents respectively.

Analysis of the data suggests that for Managers and Non-managers the association between Change Turbulence and Self-efficacy (β = -0.33, β = -0.33) is most likely to be the same, whereas an increase in Change Turbulence generates a stronger association with Change Cynicism for the managers (β = 0.37) than the non-managers (β = 0.31). Likewise, an increase in Change Turbulence increases the association with Situation Attribution to a greater extent for the Managers (β = 0.45) than the Non-managers (β = 0.33). Respondents who recorded high levels of Self-efficacy reported lower levels of Change Cynicism but this was even greater for the Managers (β = -0.43) than for the Non-managers (β = -0.37). Likewise those respondents who recorded higher levels of Self-efficacy also reported higher levels of Job Satisfaction but this was greater for the Managers (β = 0.37) than for the Non-managers (β = 0.32). The path coefficients between Job Impact and Situation Attribution (β = 0.06, β = 0.05), Situation Attribution and Job Satisfaction (β = 0.12, β = 0.11) were small and similar for both Managers and Non-managers.

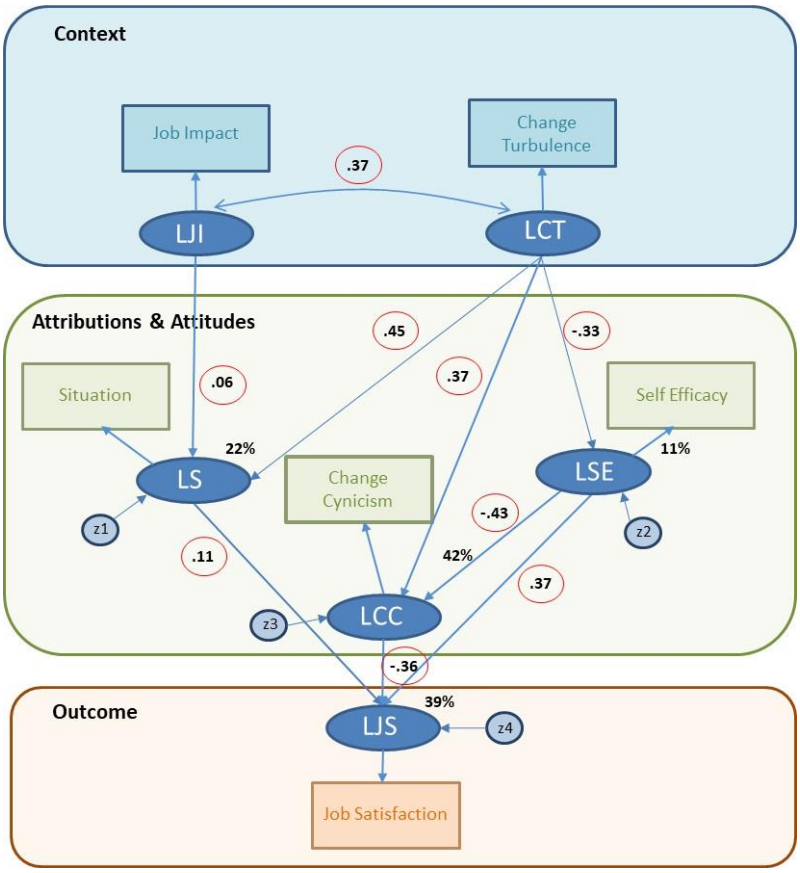


Figure 4.6 Structural model: for Managers – path analysis

The structural model for the Managers accounted for 39 percent of the variance in Job Satisfaction, whereas the model for the Non-managers accounted for 33 percent of the variance in Job Satisfaction. It is noteworthy that for the managers 42 percent of Change Cynicism is predicted by the Turbulence and Self-efficacy factors but only 31 percent for the non-managers.

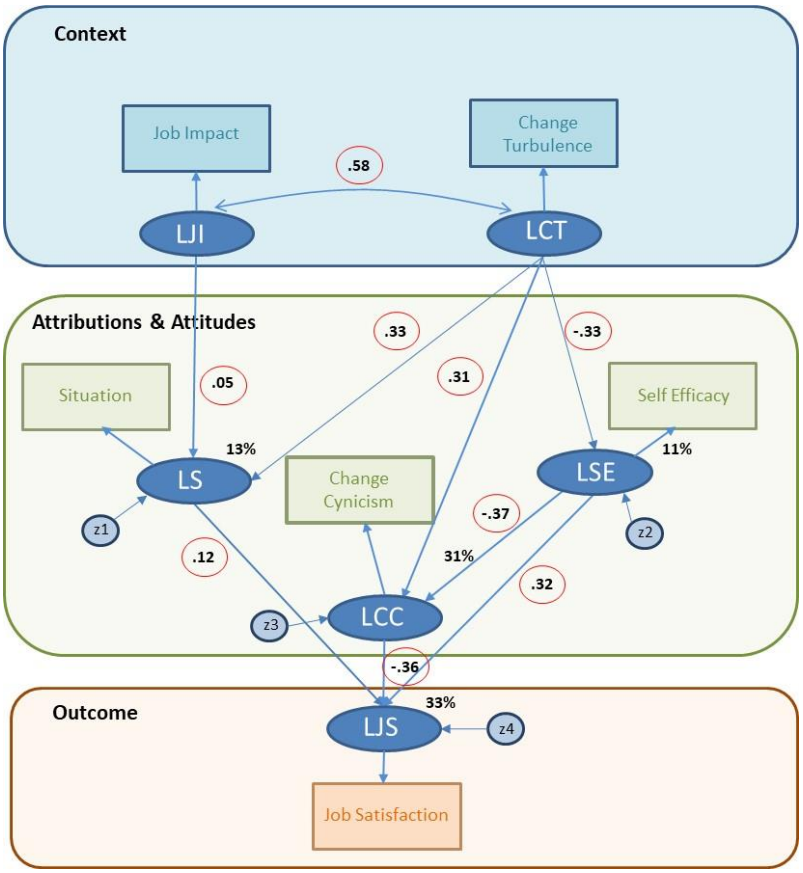


Figure 4.7 Structural model: for Non-managers – path analysis

4.6 Discussion

4.6.1 Introduction

The primary aim of this chapter was to use quantitative data and particularly SEM to explore the factors that influence employees' job satisfaction and relationships between these factors during periods of significant organisational change. In this study the orientation in terms of reaction to change was an exploration of positive responses to the change and therefore the use of job satisfaction, was the outcome variable rather than resistance. Even though resistance is an outcome often explored in change management research studies, the focus of this study is upon job satisfaction.

The exploration was based upon a model generated from the literature review which identified personal factors that influenced job satisfaction. In particular the model focused upon the nature of the change for the individual work role, the individual's attitudes toward change and their impact upon job satisfaction. This model consisted of two change Context factors, Job Impact and Change Turbulence, and three Attributions and Attitude factors, Self-efficacy, Change Cynicism, and Situation Attribution. The Outcome variable was Job Satisfaction. Further, the exploration included the impact of the respective roles of the Managers and Non-managers on the relationships between the various factors and their Job Satisfaction.

4.6.2 Hierarchical Differences in Predictors of Job Satisfaction

During this time of significant organisational change the Managers perceived that the change had a greater impact upon their roles (Job Impact) than did the Non-managers, who perceived that the Job Impact was only moderate. In contrast, there was no difference between the Managers and Non-managers in their perception of the degree of previous and other present organisational change (Change Turbulence) but both Managers and Non-managers felt that too many elements of change were occurring simultaneously.

Change Cynicism, a negative attitude to change and the perception that the outcome of the change initiative was independent of their actions, was the only attribution and attitude factor for which there was a significant difference between Managers and Non-managers during the change. Even though both Managers and Non-managers reported a relatively low level Change Cynicism score, the Managers were significantly less cynical about the change process than were the Non-managers.

Contrary to expectations, both the Managers and Non-managers reported relatively high values of satisfaction with their role (Job Satisfaction) during this period of significant organisational change. Managers rated significantly higher, generating a Job Satisfaction scale rating that reflected that the majority of Managers were extremely satisfied in their role.

4.6.3 Structural Relationships between Predictors of Job Satisfaction

The hypothesised structural relationships (Figure 3.4) between personal predictor variables Job Impact, Change Turbulence, Situation Attribution, Change Cynicism, Self-efficacy and Job Satisfaction was similar for the Manager and Non-manager hierarchical levels. This similarity was not anticipated.

Based upon the data for both the Managers and the Non-managers, their perception of the degree to which the change initiative has affected their personal work (Job Impact) and the degree of previous and other present organisational change (Change Turbulence) are related indirectly, but not directly, to their satisfaction with their job (Job Satisfaction) during this change initiative; being mediated by their perception of the Situation Attribution, Change Cynicism, and Self-efficacy factors.

In terms of Job Impact, the more the change has affected their personal work (Job Impact) the greater the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation (Situation Attribution , Managers: $\beta = 0.06$; Non-managers: $\beta = 0.05$).

In terms of Change Turbulence, first, the greater the perception of the degree of previous and other present organisational change (Change Turbulence), the more the participants attributed the success or failure of the change initiative to the work situation and the group norms existing in the organisation

(Situation Attribution , Managers: β = 0.45; Non-managers: β = 0.33). Secondly, the greater the perceived level of Change Turbulence, the more their attitude to the change initiative was negative and they perceived that the outcome of the change initiative was independent of their actions (Change Cynicism, Managers: β = 0.37; Non-managers: β = 0.31). Finally, the greater the perceived level of Change Turbulence, the lower appeared to be the individual's belief in their capacity to mobilise motivation, cognitive resources and courses of action needed to meet this change initiative (Self-efficacy , Managers: β = -0.33; Non-managers: β = -0.33).

The individuals' perceptions of the Situation Attribution, Change Cynicism, and Self-efficacy factors, however, are directly related to their satisfaction with their job (Job Satisfaction).

The more the individual attribute the success or failure of the change initiative to the work situation and the group norms existing in the organisation (Situation Attribution) the greater was their assessment of satisfaction with their job during this period of significant change (Job Satisfaction , Managers: β = 0.11; Non-managers: β = 0.12). The more the individual's attitude to the change initiative was negative and their perception was that the outcome of the change initiative is, to a large extent, independent of their actions (Change Cynicism, Managers: β = -0.36; Non-managers: β = -0.36) the lower their assessment of their satisfaction with their job during the change initiative (Job Satisfaction, Managers: β = 0.36; Non-managers: β = 0.36).

The Self-efficacy factor had both a direct and indirect relationship with Job Satisfaction; with the indirect relationship being mediated by the Change Cynicism factor. First, the greater the participants perceive their capacity to mobilise motivation, cognitive resources and courses of action to meet the needs of this change initiative (Self-efficacy) the lower their negative attitude toward the change initiative and

their perception of the change initiative outcome was independent of their actions (Change Cynicism , Managers: β = -0.43; Non-managers: β = -0.37). Secondly, the greater their Self-efficacy the greater their satisfaction with their job during the change initiative (Job Satisfaction: Managers: β = 0.37; Non-managers: β = 0.32).

For the Managers, the squared multiple correlations (Figure 4.6), indicate that 22 percent of the variance in Situation Attribution is accounted for by Job Impact and 42 percent of the variance in Change Cynicism is accounted for by the joint influence of Change Turbulence and Self-efficacy and 11 percent of the variance in Self-efficacy is accounted for by Change Turbulence. Finally, 39 percent of the variance in the model outcome (Job Satisfaction) is accounted for by the joint influence of Job Impact, Change Turbulence, Situation Attribution, Change Cynicism, and Self-efficacy.

For the Non-managers, the squared multiple correlations (Figure 4.7), indicate that 14 percent of the variance in Situation Attribution is accounted for by Job Impact and 31 percent of the variance in Change Cynicism is accounted for by the joint influence of Change Turbulence and Self-efficacy efficacy and 10 percent of the variance in Self-efficacy is accounted for by Change Turbulence. Finally, 37 percent of the variance in the model outcome (Job Satisfaction) is accounted for by the joint influence of Job Impact, Change Turbulence, Situation Attribution, Change Cynicism, and Self-efficacy.

The model also indicates that for Managers and for Non-managers 61 percent and 67 percent respectively of the variance in Job Satisfaction is not accounted for in this model. Clearly then, there are other factors outside this model that influence Job Satisfaction when an organisation is undergoing significant change and further exploration in this area is warranted.

4.6.4 Further Exploration

The following Chapter explores the individual's perception of Job Satisfaction adopting qualitative data capture methodologies allowing individuals to present their understanding of the impact of the change initiative in their own words and adopting their own analysis frameworks without the constrictions of a researcher's imposed framework.

CHAPTER 5 PHASE TWO - ANALYSIS AND REPORTING OF QUALITATIVE DATA

5.1 Introduction

This chapter discusses the results of the qualitative phase of the research. In this qualitative phase the research explored the recipients' perceptions and attitudes to change, allowing individuals to present their understanding of the impact of the change initiative in their own words without the constrictions of a researcher's framework, thereby enabling the voice of the recipient to emerge.

As noted in Chapter 1, before the change was commenced the entities that were brought together under the Support Entity governance were characterised by highly decentralised functional decision-making; loose connection to other sub-units performing similar functions; and local organisational culture, somewhat independent; with accountability and transparency being the focus of the local management team. Figure 5.1 is presented as an illustrative example of part of the organisational structure before the change initiative. Each 'Entity D' in the figure is representative of the sub-unit elements of the restructured organisation (that is, Entity E) as presented in Figure 5.2.

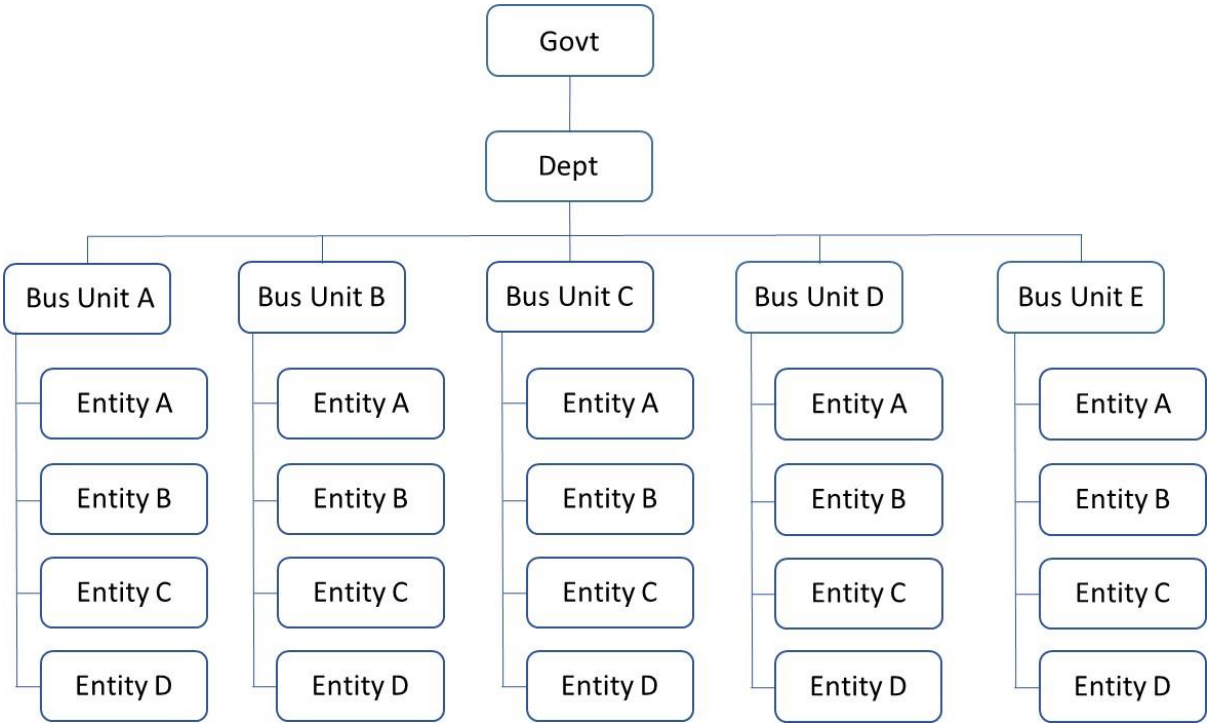


Figure 5.1 Pre-change Organisational Schema (for illustrative purposes only)

The change initiative modified the then organisational structure to promote greater centralisation of strategic decision-making for the new Support Entity; greater links between units and sub-units; uniformity of practice across the sub-units; introduction of new reporting mechanisms and decision-making centres to allow for participation by sub-units in decision-making; and more decentralised functional decision-making process. A schema of part of the new organisational structure is represented, for illustrative purposes only, in Figure 5.2 (Note that solid lines represent lines of responsibility and dashed lines represents lines of service provision between the sub-units and other entities). Each sub-unit corresponds to "Entity D" in Figure 5.1 with new organisational layers introduced in the Support Entity (Entity E) to assist governance, in the form of "Unit A", "Unit B", and "Unit C".

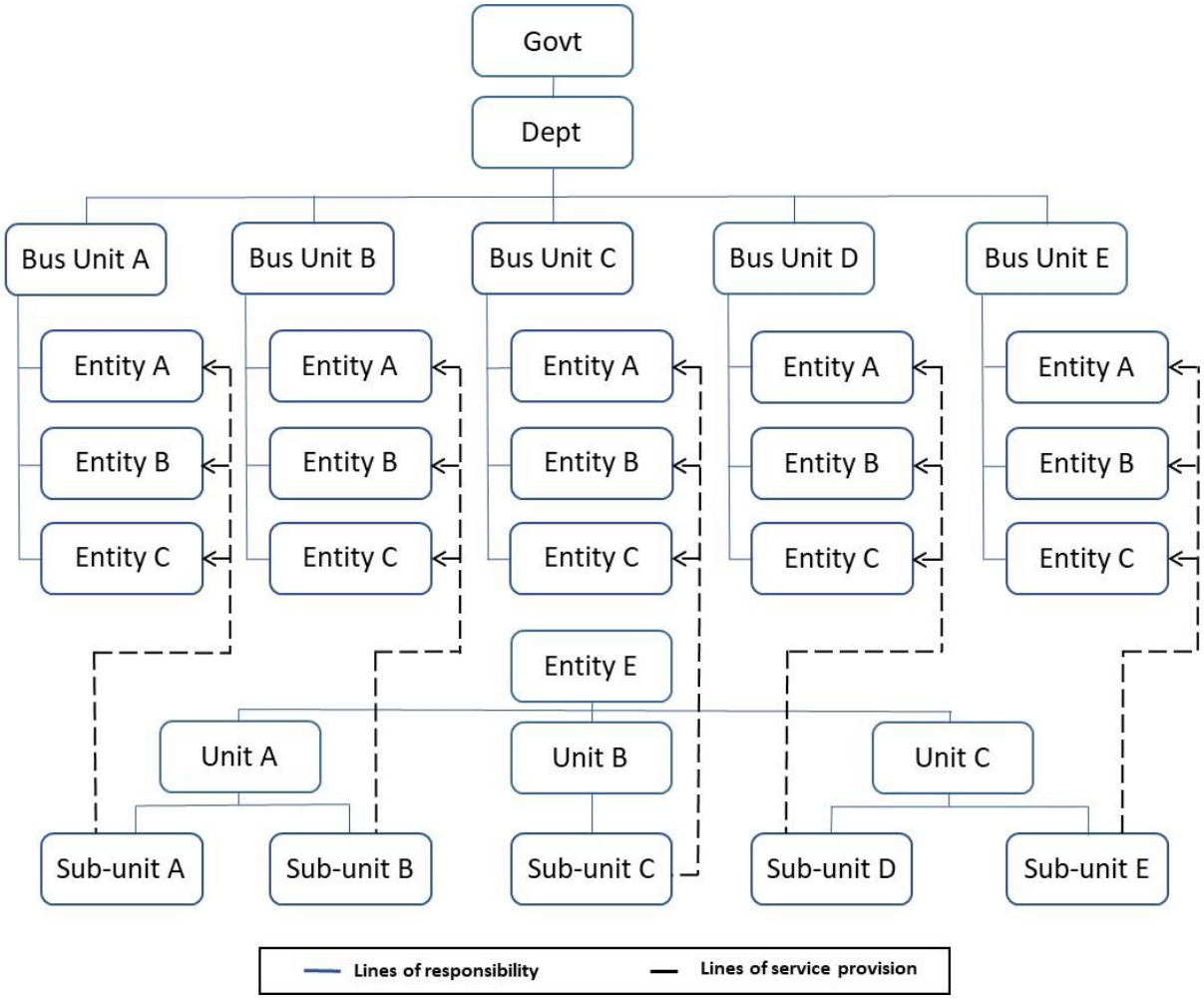


Figure 5.2 Post-change Organisational Schema (for illustrative purposes only)

5.2 Sample

Initially the sampling process was purposive to ensure that the sample consisted of interviewees from respective geographical areas and across hierarchical levels within the organisation. Within the geographical sites, the names of potential interviewees were presented by the site manager to the researcher from which potential interviewees were selected and, if willing, were added to the sample.

This process resulted in the selection of 17 interviewees, across three geographical locations; with job levels in the hierarchy distribution being in the same general proportions as the participants in the

quantitative survey (see Section 4.4.3); 3 were executives, 7 were managers, and 6 were non-managers; 6 males, 10 females; 1 was in the 20-29 age group, 1 was in the 30-39 age group, 4 were in the 40-49 age group, 5 were in the 50-59 age group, 5 were in the 60 and over age group. One interviewee declined to complete the demographic section of the interview instrument.

The responses from interviewees need to be considered within the correct context. The organisations included in this study are sub-units that are geographically separate from each other. These sub-units are part of a wider network of sub-units which are grouped, for governance purposes, into operating units which cover wide geographically distinct areas. These units report to a divisional entity which in turn reports to a parent entity and ultimately to the Government. In this study, the divisional entity governance structure is collectively referred to as 'Head Office'. No interviewees from Head Office were included in this study, interviewees were restricted to the employees of the sub-units within the organisational structure. Thus, the themes emerging from these interview responses relate to this context.

For the purpose of maintaining anonymity when quoting directly from interview transcripts, each transcript was given a unique code and the individual's hierarchical category (that is executive, manager/supervisor, or non-manager/non-supervisor) was registered against the unique code. The participants were then further classified into two groups; with the first group being Managers (that is the executive/manager/supervisor) and the second group being Non-managers (that is the non-executive/non-manager/non supervisor).

5.3 Pathway to Themes

As explained in Section 3.4.2.5, the data for this phase were analysed following the general principles of grounded theory (Creswell, 2013; Strauss & Corben, 1990; Urqhart, 2013) generating themes that emerged from having saturated lines of enquiry; the result of using a constant comparison approach. These principle themes will then be discussed in terms of their hierarchical commonality and hierarchical differences in job satisfaction during a period of significant organisational change.

The seven open ended questions used in the interview instrument focused upon job satisfaction as a marker for enhanced change management and the influencers of job satisfaction. The thematic analysis began with a focus on the line by line responses for each of the seven open-ended interview questions for each of the interviewees. From this analysis of the respective questions, a series of open codes (Urqhart, 2013) for each individual response was determined. These codes were then compared across all interviewees (see Appendix 5). Commonalities from the respective questions were then grouped into selective codes (Urqhart, 2013) which were then coalesced into the respective themes that emerged from the research question. Differences between the Manager and Non-managers hierarchical level were then explored.

During the interview process individuals were invited to present their understanding of the impact of the change initiative in their own words and adopting their own analysis frameworks without the constrictions of a researcher's imposed context, attributions/attitudes, and organisational processes framework. The responses from the employees interviewed almost exclusively focused on context and organisational process factors and how they perceived the impact on the efficacy of change management in their organisation. The context factors, Job Impact and Change Turbulence, were

alluded to by the employees' discussions of organisational processes rather than being explicitly identified by them.

The following five themes relating to factors influencing job satisfaction for both Manager and Non-manager hierarchical levels in the workplace, during periods of significant change, emerged from this analysis:

- Communication
- Connectedness
- Standardisation
- Customer Orientation
- Leadership

5.4 Emergent Themes

Even though each hierarchical level identifies the following themes (Communication, Connectedness, Standardisation, Customer Orientation, and Leadership) there were both commonalities but also distinct differences between the Manager and the Non-manager perspectives of the themes. The five themes relate to the Managers' as well as the Non-managers' perception of job satisfaction during a period of significant workplace change.

Each of the themes explored separately as follow, firstly for the Managers and then for the Non-managers.

5.5 Data Analysis: Manager Perceptions

The Manager data are presented by adopting the theme framework. Each theme includes an Introduction and Components of the Theme sections. The Introduction presents an overview and

background of the theme as perceived by the Managers whilst the Components of the Theme section highlights the key elements within the theme as perceived by the respective Managers.

5.5.1 Communication

5.5.1.1 Introduction

Manager hierarchical level interviewees' responses indicated that effective communication was an important element in positively influencing their job satisfaction during the organisational change undertaken. The degree of importance placed upon communication by Managers was reflected in the frequency of the number of times that communication was referenced in their interview responses. More than 64 percent of all references to communication, from all interviewees, can be attributed to Managers. For the Managers, responses relating to Communication were almost exclusively related to communication with Head Office. Interestingly, there was only minimal reference to communication between themselves (Managers) and Non-managers.

Several elements of communication emerged as being of importance to Managers in defining effective communication including the frequency of direct communication from Head Office managers; the timeliness of communication; the quality of the communication; and the ability to be heard by Head Office managers in the implementation phase of the change. It was important to some of those interviewed to know that they had avenues to express themselves with an expectation they would be heard, that is it was important to them that they felt they had a 'voice'. For the purposes of this study, the definition used by Bryant (2006) is used to describe 'voice', voice is the means by which concerns about organisational change have been communicated in order to identify new ways of doing things with an intent to make things better. Voice can also be used to highlight poor decision-making, again, to

make things better. Managers' job satisfaction increased and they had a more positive view of the communication about the change, and in particular, when they felt their voice was able to be heard.

5.5.1.2 Components of the Theme

It emerged that irrespective of the nature of their management role in the organisational hierarchy, the interviewees considered communication to be important. Managers held divergent views as to whether communication was good or bad, needed improving, or was lacking at the start of the change, but the narrative from the Manager interviews suggests that communication appeared to have improved as the change initiative progressed.

Even though communication was generally deemed by the Managers to have been very good overall, they nevertheless held the view there was room for improvement, especially in respect to the timing of communication from Head Office and the channels through which communications were delivered. This was particularly evident at the beginning of the change initiative and included a lack of communication of the 'big picture'. The one-to-one personal approach was of more value to Managers than other forms of communication available in the organisation. In some cases, Managers were not aware that communication about the change was available through alternate channels, for example on the organisation's intranet site. These elements of the communication were noted in the following responses:

> *"Sometimes the communication could be improved upon I would say. Maybe more lead up work before the change actually occurs so you are aware of it and it's not just suddenly thrust upon you which sometimes it feels like it* [is]*." (Interviewee #15)*

> *"It's quite, it's a little bit hard to sort of see the big picture of what is going to be happening and I suppose there is like uncertainty, as to, they talk about things but like you don't know exactly what's going to happen so I suppose there's that sort of feeling of uncertainty and like in some ways it makes*

your job feel a bit more insecure in some ways because you think well if you're kind of combining everything into one organisation, like maybe you don't need all those separate entities." (Interviewee #11)

Whilst Interviewee #4 commented:

"You're encouraged to look at the intranet sites, but until recently nobody really came out and explained to us the big picture."

Managers generally held a positive view of the communication used in the change process. Managers placed an emphasis on both the message itself and the manner in which it was presented, such as the personal approach of Managers from Head Office presenting to staff at their place of work on a face-to-face basis. This personal approach was valued by the Managers, positively influencing their job satisfaction, and was reflected in a number of their responses, as follows:

"I think most changes are very transparent and it's fairly well communicated as to why the change is occurring." (Interviewee #5)

"… they [that is Head Office] *ran a series of staff information sessions so they came and addressed the staff personally, "they" being Corporate [that is Head Office] … came out and held face-to-face meetings … I think that was very positive." (Interviewee #3)*

"… the change has been sold to us very, I think very well from my perspective …" (Interviewee #15)

"[The Head Office CEO] *has done a good job of consultation. She's probably being a bit too heavy on the consultation now. So, they did roadshows. They did employee reviews. They did the surveys. They did the "your says" before and after, which is kind of a given, but she did focus that a lot. She took the key words from those meetings and somehow managed to get them into the right values, one of which was my choice of phrases. So you know there is that thread of consultation which comes across." (Interviewee #9)*

But even within this hierarchical level, differences exist, with a minority of Managers viewing communication from Head Office to the local level as being ineffective. This is reflected in the following observation by Interviewee #1:

> *"I still have people who don't know that change occurred."*

Within the Managers cohort, it could be expected that their perception of losing autonomy in decision-making, under the new structure, would result in their wanting to express their dissatisfaction with communication. In some instances, Managers expressed concern over their level of 'voice' beyond the confines of their local setting. Whilst during the change process they had been able to self-determine some of the decision-making that directly impacted their work, nevertheless some Managers felt that in the new structure they did not have a voice in these aspects of decision-making.

> *" … in my own department I've been able to have a say in what instrumentation I could use, but also in addition, how we're going to focus on* [customer service] *… but otherwise on a management level we haven't had much say into what happens* [in the change]*." (Interviewee #13)*

This was not a universally held view by all Managers; some felt that opportunity for increased local representation in the new structure, and thereby 'voice', was available to local organisations as they participate in the wider decision-making process, if they chose to participate.

> *"… so I think we are listened too and I have, I'm only a small voice but we've been given the opportunity to put suggestions forward and comment on things. There's been plenty of that." (Interviewee #16)*

> *"… each network has representation at committee level … I think it is very positive that we do have a voice on those committees that are looking at all sorts of different things from business aspects … in all aspects, purchasing, staffing human resources, all sorts of areas, we've always got a voice on those committees and I think they've actively promoted that and if you're willing to participate in those sorts of things you've got buy in." (Interviewee #3)*

Some Managers held a negative viewpoint toward elements of the change, especially in relation to their perception that change is being imposed without any opportunity to be involved or 'have their say' in decisions related to the change. Indeed, the Managers perception was that communication would have been improved if all employees were able to have an input into the implementation phase of the change. The Managers held the view that their voice was not always heard or valued as reflected in the following statement of Interviewee #13:

> *"… a lot of so called changes that we've had we weren't involved in the changes. It would have been good if we'd probably had a bit more say as employees* [both Managers and Non-managers]. *It would probably have made the employees* [feel] *a bit more valuable."*

At the beginning of the change process, Managers expected that communication would be "big picture" focused, face to face mostly, and that other channels of communication would also be used throughout the change process.

Managers were generally satisfied with communication during the change process. There was evidence from the interviews that job satisfaction increased the more the Managers perceived that they had a voice and that their voice was heard by Head Office. Further, they that perceived their job satisfaction could have been increased if there had been more frequent direct communication from Head Office and if they had greater input into decision-making throughout the implementation phase of the change process. These Managers were also of the opinion that communication would have been enhanced if all employees (Managers and Non-managers) throughout the organisation had the option of input into the wider organisational decision-making in the implementation phase of the change.

5.5.2 Connectedness

5.5.2.1 Introduction

Connectedness in the context of this study is expressed as the degree to which an employee feels an affiliation a) with the local sub-unit within the organisation and/or b) within the wider organisation beyond their local sub-unit. The Managers' responses have been classified into two distinct groups. The first group of interview responses identifying an affiliation to the organisation beyond the borders of their local sub-unit, in other words, they had an affiliation with the wider organisation (wider affiliation). In contrast, the second group of interview responses identified with the local sub-unit team, the local sub-unit work site, and the local sub-unit leadership (local affiliation). Thus, connectedness in this study is observed to have two dimensions; (1) wider affiliation; and (2) local affiliation. The interview responses suggest that they are not mutually exclusive concepts.

Connectedness had a material impact on Managers job satisfaction during this period of significant organisational change. More than 71 percent of all references to Connectedness in the interview responses were sourced directly from Managers' responses.

The Managers perceived there were several influencers on their degree of Connectedness, including a perceived loss of autonomy compared to the past; Connectedness with the wider organisation (which was generally viewed as a positive outcome of the change process); a loss of visibility of managers beyond the local sub-unit; and divergent views within the hierarchical level as to their attitudes to both local affiliation and wider affiliation. These influencers of Connectedness affected Managers' job satisfaction during this period of significant organisational change; the greater the connectedness (either to the local organisation or to the wider organisation), the greater the perceived level of job satisfaction.

5.5.2.2 Components of the Theme

Those Managers who perceived the benefits of increased connectedness to be positive, indicated that they had increased job satisfaction whereas for those Managers who perceived that the benefits of connectedness were less positive, the responses suggest that this perception had minimal impact upon their job satisfaction. Further, some Managers focused on the benefits to be derived from their wider affiliation, and some from maintaining their local affiliation. Both wider affiliation and local affiliation were seen to co-exist within the perception of some Managers.

For most Managers, the local affiliation component of Connectedness which emerged from the interviews was stronger than the wider affiliation component of Connectedness.

> *"I liaise with staff at the highest level in the organisation as well as external organisations now and that might be* [Head Office]*." (Interviewee #3)*
>
> *"I was looking down* [the organisational hierarchy] *and now I'm looking across* [the organisation]*." (Interviewee #8)*
>
> *"… I felt part of the* [local] *environment we worked in very much … for a long time in my role I was, yeah, probably feeling quite frustrated and a lot of our staff felt the same but that's now changed and, and our structures are now in place and we get really, really good support* [from Head Office]*." (Interviewee #15)*

In addition to local affiliation, the Managers also had a generally positive view of wider affiliation beyond their local geographical boundary. The degree to which the Manager felt a stronger affiliation to the wider external organisation, or less affiliation to the local organisation, was a matter of importance to a number of them.

> *"… it is very important for* [my organisation] *to have that profile and I think that now that we're known as* [wider organisation name] *there's strength in that and I think something to look up to." (Interviewee #3)*

> *"… we're still pretty much local. Now, maybe if it gets too big, it will not be … friendly … basically." (Interviewee #11)*

> *"I certainly understand* [the organisation] *is all about changing to become a single entity not these separate little groups all over the place. I feel more like it's a team change and you feel like it's a more wider community change, which is a really positive thing. It's we're all the same group and let's act for a common goal and achieve it and I think* [Head Office] *is giving very good direction towards that." (Interviewee #5)*

A number of the Managers held the view that they had less autonomy and felt they were now less involved than previously, and as a result they felt less affiliation with the wider organisation, which negatively impacted their job satisfaction. This perception was further reinforced by their view that decision-making had become more centralised. But despite these perceptions of lost autonomy and less involvement in decision-making, some Managers were able to accept the change in circumstance because they saw that being part of something bigger was a positive outcome of the change process as was reflected in commentary from Interviewee #15:

> *"It* [my job] *has changed incrementally all the time. It's changed quite a bit …* [in the past] *I had far more autonomy … so I felt a part of the environment we worked in … and what's happened over time is that more and more things that I would have been involved in doing back then have been moved to a higher centralised area. So my autonomy has gone, almost entirely I think … I totally understand why because they are harmonising everywhere."*

Whilst this viewpoint was the more commonly held view amongst Managers, it was nevertheless not a universally held viewpoint within this hierarchical level. Sometimes, being better connected with the wider organisation was not seen as being a positive outcome for some Managers because it focused their efforts away from the local organisation as reflected in the statement by Interviewee #8:

> *"I spend a lot more time managing anomalies across the state and less focusing on my own unit".*

A lack of visibility of decision makers beyond the local organisation was also reported as being negative by some Managers as it decreased their local affiliation. This was expressed in the statement by Interviewee #11:

> *"Not so positive. For my area and the staff, they don't really know who the* Executive [that is Head Office Executive] *is in the organisation. They may see pictures and videos in orientation, they don't really know who that person is. They* [the Head Office Executives] *could walk into* [the local organisation] *and they* [the local staff] wouldn't know [them]."

It could be hypothesised that Managers, by the very nature of their role, would have a strong affiliation with their local team/local organisation and concurrently have an affiliation with the wider organisation. The evidence from the interviews supports this hypothesis generally. Whilst Managers identified strongly with their local team and their local organisation they also identified an affiliation with the wider organisation in conjunction with their local organisation.

Having a stronger affiliation with the wider organisation in the new structure, compared to the previous structure, was generally seen by most Managers as a positive outcome of the change. It was their perception that greater connectedness had brought with it access to more resources, greater professional support, greater efficiency (through standardisation of processes across the wider organisation supporting staff mobility, had provided greater access to financial benefits through greater purchasing power for the local organisation, and enabled a greater focus on matters that were important to them:

> *"… someone is out there* [a personnel resource] *to help us at long last … we've now got very, very professional staff …* [providing support] *… now I've got professional help." (Interviewee #4)*

"Certainly resources is a huge thing that I find really satisfying now, that generally I can go to somewhere fairly easily, find a resource that wasn't there in the past and that's only happened because there has been change." (Interviewee #5)

"… the commitment the organisation has made … [enables us] *to be resourced and spend a lot of time trying to improve things that we've needed to improve for a long time but we haven't had the resources." (Interviewee #15)*

There were also divergent views held by some Managers where the desire to maintain the local affiliation and the risk of losing it through becoming part of a much bigger organisation was a concern as exemplified in the statement from Interviewee #11:

"… we're still very much local. Now, maybe if it gets too big, it will not be as friendly, basically. I'm not too sure. It's a bigger organisation. Things get lost."

Whilst the Managers interviewed had established an affiliation with the wider organisation they had not lost their affiliation with the local sub-unit team and the local organisation and the job satisfaction that it brings:

"I liaise with staff at the highest level of the [local] *organisation as well as external organisations* [beyond the local organisation] *now." (Interviewee #3)*

"I think it's the people I work with to be honest." (Interviewee #5)

There was a diversity of opinion amongst Managers as to the degree to which Connectedness was influencing their job satisfaction. Job satisfaction for some Managers increased as a result of their focus on the benefits to be derived from their affiliation with the wider organisation. Increased job satisfaction for other Managers was derived from maintaining their local affiliation, whilst for some Managers both wider affiliation and local affiliation were seen to co-exist as a positive influencer upon their job satisfaction. Interestingly, some Managers' job satisfaction decreased through a perceived loss of

affiliation with the local organisation (arising from Head Office assuming the decision-making role in some situations). Overall, there was a common perception by Managers that there was a strong sense of Connectedness which had a positive influence upon their job satisfaction.

5.5.3 Standardisation

5.5.3.1 Introduction

Standardisation in this study encompasses processes for delivering service, work practices, equipment used in service delivery, and the supplies for delivering the service.

Standardisation was generally accepted and supported by the Managers. The standardisation aspect of the change initiative was perceived by Managers to be logically consistent with, and reinforcing, the already existing local organisational emphasis on quality of service, efficiency, technical excellence, and cost effectiveness. Managers had the expectation that standardisation would lead to cost savings and efficiency of processes, both of which appeared to be of importance to them. Managers' interview responses also recognised that benefits of standardisation were not just tangible, they were also intangible. For example standardisation was expected to provide opportunity in career paths for staff (that is it facilitates mobility across different geographical sites). The interview responses indicated that when the rationale for change is understood, as is the case for Standardisation in this study, then it is more likely the change will be embraced by Managers and job satisfaction will increase.

5.5.3.2 Components of the Theme

Managers generally agreed that standardisation brings with it both cost efficiency and procedural efficiency, both of which lead to an overall financial benefit to the organisation. In addition, some managers linked standardisation with improved customer service.

From the Managers' perspective, standardisation of products used in delivering service brings with it an expectation of cost efficiency and the financial benefits in the operational aspect of service delivery. These benefits are achieved through better purchasing power. The standardisation of supply lines brings with it the opportunity to negotiate volume discounts with vendors thereby reducing the cost of the services being provided.

Managers were generally accepting of the need for standardisation and perceived that benefits could be derived from standardisation, as reflected in the following statement:

> *"… I totally understand why because they are harmonising* [that is standardising] *everywhere so they need everybody to be following the same, the same rules and the decisions that have to be made by those at executive level or those in centralised roles … when you harmonise you get your bulk purchasing and lots of ability to negotiate all sorts of things, so for me that's important and also … we're all going to be hopefully dealing, following the same* [strategies]*." Interviewee #15)*

Whereas cost efficiency is primarily linked to the operational aspects of service delivery, procedural efficiency is differentiated from cost efficiency in respects. First, it relates more to equipment and the opportunities for efficiency in equipment procurement, procuring more equipment of the same type brings with it potential to achieve volume discounts. Secondly, it supports staff mobility; staff can move from site to site knowing that the equipment is the same and will be configured within standard parameters thereby affording a degree of familiarity); supports cost efficiency (by standardising consumables for equipment and the procedures for operating of equipment); and allows for efficiency of load sharing between sites (that is the same services can be delivered at multiple sites on standard equipment with standard configurations and using standard processes. Cost efficiency is supported by

> *"… their* [staff] *transit would be a lot more easier because their work would, I'm hoping, would be very similar." (Interviewee #11)*

This acceptance by the Managers is linked to an expectation that standardisation will lead to benefits that are of value to the Managers. In their interview responses, Managers commented more frequently on the tangible benefits derived through cost savings and efficiency of processes:

> *"… standardisation will lead to reduction in costs, minimal wastage, and all that sort of stuff and people are accountable for what they do. They're comparing centres against other centres which is healthy as well." (Interviewee #1)*

> *"… there has to be consolidation of services and buying power which simply by reducing duplication of effort has to save money." (Interviewee #3)*

Managers also commented on the intangible benefits of the change, including accountability and transparency (through being able to compare against their peers); and local organisational culture (of striving to be efficient). Whilst the broader change initiative targeted improved overall organisational efficiency, this has not affected their local drive for efficiency:

> *"… there was a few surveys and things about logistics looking, and stuff like that, to try and I guess look at becoming more efficient … but it wasn't because of* [Head Office] *I don't believe. This* [striving for efficiency] *is always going to occur, it doesn't matter whether there was an organisation put their or not." (Interviewee #16)*

> *"The technology for example and instrument harmonisation that you can see now, the improvement in the process, the improvement in customer service delivery which leads to better customer service hasn't been easy, it was hard but you can see the benefit of it now." (Interviewee #3)*

Despite the general support for the wider organisational focus on standardisation and the benefits it brings, diversity of opinion was nevertheless expressed, where it was felt there was too much emphasis on financial performance and not enough on technical performance.

> *"So it's actually really annoying. I haven't moved my own stuff forward … we're spending a lot of time talking about money and efficiency … my* [staff] *are not doing any research or development … but financially we're doing pretty well." (Interviewee #8)*

Managers as a collective were generally positive and accepting of the need for standardisation as part of the change. This adoption of standardisation in most instances was perceived to have contributed to improved job satisfaction for Managers. There were very few negative responses that would be consistent with having a negative impact on the Managers' job satisfaction. The Managers identified more strongly with the tangible benefits (that is cost efficiency through better purchasing power; common work practices; and more resources) rather than the intangible benefits (that is improved customer service; staff mobility; and career opportunities for staff). Despite Managers being supportive of the overall organisational goal of striving for efficiency, some Managers were of the view that their local culture was already one of striving for efficiency and their job satisfaction was linked to this local culture (of striving for efficiency) independent of the overall organisation objective of striving for efficiency through the change initiative. There was a feeling amongst some managers that the change brought with it an over-emphasis on the financial benefits of the change as opposed to the technical improvements and benefits that could be achieved as a result of the change.

5.5.4 Customer Orientation

5.5.4.1 Introduction

Customer service and customer focus are themes that occurred frequently amongst the responses from a number of the Managers. In this study, customer service and customer focus are considered to be two elements of a single theme of Customer Orientation. Customer Orientation has emerged as a strong influencer on Managers' job satisfaction, both positive and negative. The emphasis on Customer Orientation by the wider organisation was viewed by Managers as a positive influence on job satisfaction because it was seen to resonate with the existing local organisational culture prevalent in the sub-units. Most of the Managers perceived that customer service and customer focus were an important element of their role. Analysis of the interview data suggests that when change occurs there

will be increased job satisfaction for Managers if the change resonates with the existing local organisational culture.

Some of the major components of Customer Orientation include the benefits to be derived from being part of the wider organisation which is focused on customer service; the direct linkage by some Managers of Customer Orientation as a source of their job satisfaction; the customer as the core of why the organisation exists; and the customer perception of their organisational identity.

5.5.4.2 Components of the Theme

A crucial question to be answered is 'who is the customer?'. The answer to this question was broadly interpreted by Managers. The customer in some instances was viewed as being either an individual that is external to the organisation, or another separate sub-unit within the organisation; and in other instances, as being internal to the sub-unit.

When Customer Orientation was identified explicitly by Managers it was referenced as a source of their job satisfaction:

> *"… what is really satisfying is the commitment that the organisation has made to make, to ensure our, that our customer service is optimised." (Interviewee #15)*

> *"Yeah, I enjoy like the customer service side of it* [my job], *I mean it's a technical job but there is that role of like customer service as well and that sort of pride in* [my] *job." (Interviewee #11)*

> *"I mean whatever you can do for the* [customer] *to give them service or that is important for me too." (Interviewee #13)*

> *"… we made the opportunity to do it and to me that's what's satisfying is actually … yeah, it's like improving customer service." (Interviewee #16)*

The Managers generally viewed Customer Orientation from a whole of organisation perspective. By being part of a wider organisation they saw this as a justification for additional benefits to be provided locally. These benefits would include extra resources and greater opportunity for fixing things that have historically needed improving.

The Managers identified that the Head Office had a greater emphasis on Customer Orientation compared to local managers, and saw the increased focus on the customer as a positive element of the change as is reflected in the following responses:

> *"I know they're getting,* [Head Office]*, are getting prepared for that focusing on customer service … so I think that is very positive because they are thinking of the future." (Interviewee #1)*

> *"…* [The Head Office CEO] *has maintained at every opportunity it* [the change] *is about* [service to customers] *and we really care about that and like I have staff who work late, don't paid, because it's about* [service to the customers] *and that's what it's really about. You know, all of us focus on [*service to the customer] *first and then second is our teams, and then third is everything else. So, [the Head Office CEO] has sort of resonated with that." (Interviewee #9)*

> *"I think the customer service has improved we're giving, we'll be able to give much better service hopefully to some of the rural areas that we weren't able to do* [in the past]." *(Interviewee #16.*

There appeared to be a strong link between what is important to Managers personally, their commitment to the customer, and the service they deliver. The customer was at the core of the service provided by Managers.

> *"… the positive things are about the* [customer]*, the whole process I think and being at a sufficient level and also within a certain group where you know, everyone regardless of where you are in the hierarchy is engaged, so that's, I think that's a very positive thing …" (Interviewee #16.*

> *"I think it's the people I work with to be honest [which is the source of my level of job satisfaction]. They're caring, passionate, they really want the best outcome for* [customers] *really and that's what it's*

all about … it's all service driven, it's all about the customer and not about the individual." (Interviewee #5)

Whilst there was a generally positive attitude toward Customer Orientation arising from the change, there were also some less than positive views expressed by Managers about a loss of identity in the eyes of their customer or a loss of flexibility in the way in which the local entity can respond to customer needs.

> *"Well, I lost my branding. Even now my* [customers] *who I see say "I go to that new* [business]" *… we're not a* [new business]. *We're the same people. We've lost our local branding and look, I got criticised the other month because my letterhead still* [has the old organisation name] *on it and my email … but now we've got to change our name … we don't know* [to] *what yet in the next iteration and so we lost our identity which was important for us and I don't want to go on too much about it but … 80% of my work is externally referred …so I care about my profile … You know I care about my, my branding and so we've rebranded … but now we're going to move on from that again and so I'm just losing any gains I've had* [with] *the private sector. So it's actually really annoying." (Interviewee #9)*

> *"You probably lose a little bit of that ability to sometimes suit your customers or kind of you maybe can't do that because it has to be an overall, sort of, consensus of what you know how things are done. So, before you might have been like tailored to some of the* [customers] *… that you [provide services] to or it's more about what somebody else up probably higher has decided, that this is how we're going to do it so, so I guess you can lose some of that individuality." (Interviewee #11)*

The overwhelming perception of Managers was the focus on Customer Orientation. This was, generally seen as positive and leading to both increased positivity toward the change and also to their levels of job satisfaction. However, the structural change had negatively impacted some Managers' job satisfaction because of their perceived loss of flexibility in meeting their customer's needs, and the perception of their service by the customer. During a period of significant organisational change Manager's perceived that it was important for both the local organisation and also for the wider organisation to maintain a focus on customers. Service to the customer was seen as central to the

reason for why the organisation exists. Whilst not explicitly referencing Customer Orientation, Managers generally saw a Customer Orientation for the local and the wider organisation as being beneficial overall, especially when customer orientation is emphasized within the context of being part of a larger organisation. Customer Orientation was strongly linked by some Managers to their level of job satisfaction expressed as: “It’s all about the customer and not about the individual”.

5.5.5 Leadership

5.5.5.1 Introduction

The responses from Managers relating to Leadership need to be considered within the correct context. The organisations included in this study were sub-units geographically separate from each other. These sub-units are part of a wider network of sub-units grouped, for governance purposes, into operating units which cover wide geographically distinct areas. These units reported to a divisional entity which in turn reported to a parent entity, and ultimately to the Government. In this study, the divisional entity governance structure was collectively referred to as ‘Head Office’. The Managers cohort in this study did not include Head Office employees, but was restricted to the executive managers and managers of the sub-units within the organisational structure. Thus, the interview responses from Managers should be considered within this context.

From the interview data, Leadership has emerged as being important to Managers and to their level of job satisfaction during a period of significant change. Managers perceived effective leadership during a period of significant organisational change as demonstrating the ability for including others outside of Head Office in decision-making; being approachable; providing clear direction; displaying transparency; engaging early; engendering trust; and having leadership charisma.

From the Manager's perspective in this change process, the Leadership displayed by the Head Office management team was generally positive in respect of encouraging participation in decisions and by being more approachable than past leaders. Despite this positivity respondents felt there were aspects of the Head Office Leadership that could be improved, for example including non-Head Office managers in decision making earlier in the change process.

5.5.5.2 Components of the Theme

Managers identified leadership as being an important part of the significant change initiative undertaken. Opportunities for improvement were identified, though overall the perception of leadership was generally positive and, in some instances, the Managers' responses linked their current positive attitudes to change to the lack of quality leadership from the past.

> *"… I think the* [organisational] *culture in our area is one of* [being] *positive to change so we, we've been working to become quite efficient for a long time and I think that was also part of the* [organisational] *culture with the previous director …* [who] *was a very positive person* [and] *probably set up the organisation here." (Interviewee #16)*

> *"… I think that there's* [now] *been really good leadership and clear direction from some very talented people at the top of the organisation* [that is Head Office] *to lead the change." (Interviewee #3)*

> *"I think* [now] *having that level of umm, communication and more effective, dynamic management has been good." (Interviewee #9)*

For some Managers, leadership was about leaders being seen to embrace the change, and by so doing, participate in decisions that would influence the change itself. In other words, Head Office makes directives, local managers embrace them and put their local influence on them as part of the implementation process.

> *"I have influenced them* [that is the changes] *by totally embracing them … Basically I've been influenced by getting involved with becoming a leader." (Interviewee #4)*

> *"… being included in the leadership meetings which didn't happen initially, I'm not sure when people in my role started to be included. I found that really, really good and the good thing is that they've got an emerging leaders program and so a lot of my staff … are getting opportunities to sit in on those leadership meetings." (Interviewee #15)*

Some interviewees expressed a view that Head Office leaders were not to blame for any negative aspects of the change initiative. There was a perception amongst some of the Managers that whilst the Head Office executives think they run the organisation, in fact they don't. Some Managers believe it was the senior staff in the local organisation who run the business and that without the local managers there would be no business for Head Office to run. When considering past change initiatives, there was some support for a view that the current Head Office executive are not blamed because they are better than the past executive on that they are more approachable. Another interviewee expressed a view that there is trust for the current Head Office leaders.

> *"I think she is a good leader* [that is the Head Office CEO]. *She's pretty transparent … someone you can actually trust … those levels above there* [that is Head Office] *were atmospheric levels that I never had anything to do with so we've had a more approachable Executive* [locally] *and we've managed to effect some things* [that is decisions]." *(Interviewee #9)*

For some Managers however, there was a perception that being involved as a leader did not happen initially but emerged with the passage of time. Further, the invitation to be a leader was extended to emerging leaders through a program of deliberately including emerging leaders into the leadership network.

> *"… being included in the leadership meetings which didn't happen initially, I'm not sure when people in my role started to be included. I found that really, really good and the good thing is that they've got an emerging leaders program and so a lot of my staff … are getting opportunities to sit in on those leadership meetings." (Interviewee #15)*

There was not universal support amongst the Managers that good leadership had been provided during the change initiative. Charisma identified as being an essential element of good leadership by some Managers. Some Managers were more sceptical, perceiving that leadership during change had demonstrated a lack of charisma, although they were in the minority.

> *"Someone who has the ability to lead needs charisma and I'm not sure there's too many [with charisma]." (Interviewee #16)*

Manager perceptions of Leadership during the change was generally positive, though some Managers expressed some negativity. The overall positive perception of Leadership was indicative of an expectation of Leadership having had a positive impact upon the Managers' level of job satisfaction. The major influencers of the Managers' perception of Leadership were: the ability for inclusivity in decision-making at multiple levels within the organisation both locally as well as from Head Office; approachability of managers locally and Head Office; clear direction from Head Office; transparency; early engagement; and leadership charisma.

5.6 Data Analysis: Non Manager Perceptions

The Non-manager data are also presented by adopting the theme framework. Each theme includes an Introduction and Components of the Theme section. The Introduction section presents an overview and background of the theme as perceived by the Non-managers whilst the Components of the Theme section highlights the key elements within the theme as perceived by the respective Non-manager.

5.6.1 Communication

5.6.1.1 Introduction

When the Non-managers identified communication in their interviews there was an emphasis on communication having needed to improve in terms of timing, providing a clear vision of the 'big picture'; and avoiding uncertainty. In addition, for the Non-managers, being included in the communication

process was of importance, and was associated with greater job satisfaction. For the Non-managers, the focus of their responses on Communication was communication at the local organisational level.

5.6.1.2 Components of the Theme

Even though effective communication was generally deemed by the Non-managers to have been reasonable and had a positive impact upon their level of job satisfaction, Non-managers identified there was room for improvement, especially in respect to the timing of when communication was undertaken. Some Non-managers observed that their job satisfaction would have been improved if they had a greater awareness in advance of the change that was planned so as to avoid the element of surprise that can accompany significant change.

> *"I think the communication down from the CFO* [at Head Office] *has been inclusive … he says he doesn't want to overburden people with communication but will distribute what he deems is relevant and, you know, mindful of things that are going on within our own jobs as well so I think as a team itself everyone gets on well with each other, communicates really well … I think communication along the way so when you sort of know if change is coming and you're informed about it, what's going to happen and it's not just a sudden sort of shock "this is what's happening", I think that works better." (Interviewee #10)*

> *"Well, we're usually given plenty of warning about it* [that is, change] *… with a lot of things you are, that this is going to happen from this date." (Interviewee #6)*

> *"One of the negatives I thought with that was back when we were getting told, it was out of the blue. There was nothing, and then they sent someone down and it was like "this is happening" … It's been a lot better lately. The big thing for me is the bosses communicating to you saying this is what we're looking for, this is what we need to change." (Interviewee #7)*

> *"… in my old role I wouldn't have had any communication with them* [that is, Head Office] *at all but I have now and I can see what they're trying to do and I think that's a good thing." (Interview #2)*

Whilst overall Non-managers deemed communication from Head Office to be reasonable, there was a minority of Non-managers who held a negative view of this communication.

> *"Look, to be honest, we haven't had much communication from the Executive* [that is Head Office] *to tell us what's going on, I think, I think everyone is kind of in the dark at the moment because we don't know what to expect. Even if you ask the* [Managers], *you know, most of them say we don't actually know what's going on. We've just been told its business as usual for the time being, and that's it." (Interviewee #14)*

Although there were some elements of communication that needed improving, and thereby were perceived as less positive, there were also elements that the same Non-managers perceived as being positive. The positive elements of Communication were primarily linked to communication within the local team then, to a lesser extent, from outside the local team.

> *"Positives. Like I said before, with the positives the stuff like we had talks about what we can do and they had all the head honchos come here and do a talk to the main bosses and head* [managers] *here and then our actual boss … got us all sitting around the table and going this is what they've said." (Interviewee #7)*

Other Non-managers commented on the lack of visibility of the "big picture" and the lack of clarity that results.

> *"… it's a little bit hard to sort of see the big picture of what is going to be happening and I suppose there is like uncertainty, as to, you know they talk about things but like you don't know exactly what's going to happen." (Interviewee #10)*

At the same time, other Non-managers perceived that local managers were not always listening despite taking the time to consult.

> *"I know like we've been consulted like with moving and that, how we want thing. Whether that has been listened to or not is another thing totally. What we want is not what we got so where it comes to that really, in my position I haven't had much influence because it all comes from the hierarchy. They ask us low lives … what we want or what we would like or how we see it should be done but they don't always listen." (Interviewee #6)*

The responses from Non-managers indicate that communication during the change was both positive and not so positive, even from the same person, demonstrated by the comment from Interviewee #7 above. The positive element of Communication related to being kept informed, whilst the negative element of the Communication was the timing, especially at the start of the change process noting this viewpoint of Non-managers improved as the change process progressed.

The current positive perception of many elements of Communication in this study seemed to be influenced by comparisons with past experiences of communication during previous change where communication was observed to have not worked well as the organisation had grown:

> *"What hasn't worked so well, I guess it's probably harder to communicate as you've gotten bigger. They might be doing something at one site like trialling a particular way of doing something and then someone will talk to someone on the phone and go 'oh, we're doing this' and we go 'but we're not doing that, why aren't we doing that'. So, I think they've got to communicate better. Say 'this is what we're doing, not all sites will be involved'. I think a level of communication hasn't worked so well in the past. It probably works a little bit better now." (Interviewee #2)*

The data indicates that past organisational change programs for the Non-managers, as with the Managers, had influenced their view of the present change initiative, at times positively and at other times negatively, in terms of Communication and indeed the other four themes.

Within the context of Non-managers interview responses being focused more on the local managers than on Head Office managers, Non-managers were relatively positive toward the Communication from local managers during the change process. The interview data suggests that effective Communication had a positive impact upon the Non-managers' level of job satisfaction. The style of communication and the content included in the communication was identified by a number of Non-managers as being important to them. The face to face communication style, along with being presented with the 'big

picture' view of the change contributed to increasing the level of job satisfaction for Non-managers. The lack of Head Office communication of the "big picture" early in the change initiative created a degree of uncertainty and lack of clarity for the Non-managers which negatively impacted their perceived level of job satisfaction.

5.6.2 Connectedness

5.6.2.1 Introduction

Connectedness in the context of this study is expressed as the degree to which an employee feels an affiliation a) with the local organisation and/or b) within the wider organisation beyond their local geographical location. The Non-managers' responses focused on the affiliation to the organisation within the borders of their local geographical location. In other words, the Non-managers had a stronger affiliation with the local organisation than with the wider organisation. Their affiliation with the organisation, either local or wider, impacted positively on their perception of their level of job satisfaction.

There were two significant elements of Connectedness that emerged as being of importance to Non-managers, specifically, 1) the advantages that can be derived from being part of something bigger than the local organisation; and, 2) the disadvantages of not being part of the decision-making process of the wider organisation, with decisions simply being handed down from Head Office for implementation without any input from Non-managers.

5.6.2.2 Components of the Theme

Some Non-managers perceptions of Connectedness were positive, and some less so; some focused on being connected with the external organisation, and some on the local organisation. Having Connectedness with the organisation was important to Non-managers irrespective of whether this was

with the local organisation or with the wider organisation. The degree to which the Non-manager felt connected to the organisation was influencing their level of job satisfaction.

Non-managers identified being connected with the wider organisation as generally a positive thing that brought with it benefits. But a stronger sense of affiliation to the local organisation/local team emerged from the interviews with the Non-managers and it should be noted that wider affiliation and local affiliation are seen to co-exist with Non-managers. They are not mutually exclusive.

The Non-managers interviewed did not identify connectedness as frequently as did Managers, but when it was identified by the Non-managers it was the benefits of being connected with the wider organisation that were viewed most positively.

> *"… I have had more to do with people who work with* [the wider organisation] *like in the role … which in my old role I never would have had anything to do with them at all." (Interviewee #2)*

> *"… we've got more support or resources that we can go to now than what we were able to before. We've got more outside help coming in." (Interviewee #6)*

Local affiliation was viewed by Non-managers as being generally positive, that is, being part of the team was important.

> *"What else has been satisfying … you're part of a team." (Interviewee #7)*

> *"I think because the way we are now and with our merging of different systems and everything we've got more help out there as well. You don' feel isolated." (Interviewee #6)*

There were some conflicting views amongst Non-managers where connectedness was concerned. On one occasion a potentially negative outcome for a Non-manager (that is, their lost individuality in

decision-making) was nevertheless still seen by them as being outweighed by being connected to a larger organisation:

> *"… it's more about what somebody else up probably higher has decided that this is how we're going to do it so, so I guess you can lose some individuality but sometimes that is a good thing if you're part of an organisation it is good to have overall … unity." (Interviewee #10)*

Another Non-manager, whilst believing that some elements of being connected with a wider organisation were positive, also experienced some negative aspects of being connected with a larger, more diverse organisation:

> *"What's not so good is the bigger bureaucracy. So things take longer to get done and I guess people have different roles and then you might not realise if you want to do something you can't just go 'oh, we're doing this' you've got to consult with a lot more people. So it slows the process down. More consistent, but slower." (Interviewee #2)*

Affiliation to the wider organisation for Non-managers then, was generally viewed as being a positive element of the change and contributing to a higher level of job satisfaction. This affiliation with the wider organisation was not as strong as the Non-managers' affiliation to the local organisation. The Non-managers generally perceived a higher level of Connectedness with the local organisation and viewed themselves as being somewhat connected to the wider organisation. Analysis of the interview data suggests the higher the level of Connectedness to the local organisation, the higher the level of job satisfaction for Non-managers.

5.6.3 Standardisation

5.6.3.1 Introduction

Standardisation in this study encompasses processes for delivering service, work practices, equipment used in service delivery, and the supplies for delivering the service. The standardisation aspect of the change initiative was perceived by Non-managers to be logically consistent with, and reinforcing, the

emphasis of existing processes on quality of service, efficiency, technical excellence, and cost effectiveness.

Generally, the Non-manager did not see that standardisation impacted them in a material way. Few Non-managers directly identified standardisation as an issue for them, however, the response from the group as a whole was generally either positive or neutral albeit some Non-managers did view some elements of standardisation as being negative.

5.6.3.2 Components of the Theme

The small number of interview responses from Non-managers that identified standardisation implies that Non-managers did not generally view standardisation as having any real impact upon their personal work, and when it was identified there were divergent views whereby some individuals saw standardisation as not positive. As a group however, Non-managers generally held a reasonably positive attitude toward this change. There appeared to be a general acceptance of standardisation of procedures across all sites despite the impact it may have had upon their personal work.

> *"… We were our own kind sort of little entity but now … it's more you know something I have noticed trying to streamline it so there's one manual that covers all* [entities within the organisation]." *(Interviewee #10)*

> *"I think that one of the changes that's positive is that it [that is the change] standardises the way things are done across* [the organisation] *… So I think the consistency, and I'm looking at it from a* [customer] *perspective, that's what I think's good. Like it has made things consistent." (Interviewee #2)*

> *"… there's a bit of standardisation which is a good thing." (Interviewee #14)*

> *"What's positive, I think it really is a positive thing. I think it's better to have a more cohesive approach to, yeah, I think it's a good thing that we're all cohesive and we're all doing sort of the same thing." (Interviewee #2)*

At least some of the Non-managers viewed Standardisation as being a logical extension of their already existing focus upon the customer. The perception that Standardisation was good for the customer made it easier for the Non-managers to accept this aspect of the change, and with increased acceptance comes increased positivity and job satisfaction for the Non-managers.

Some Non-managers experienced a sense of negativity toward the need for standardisation, though their sense of negativity was not caused by the need for standardisation per se, but the source of their negativity stemmed from a perception that the processes and procedures they currently followed were superior to the processes to which they were being required to standardise. Thereby leading to a sense of the change being retrograde; the change being inconsistent with their current sense of what is a good process; and the change brought with it diminished job satisfaction and increased negativity.

> *"Sometimes you feel that everything you do has to be done everyone else's way and that's what it was at first and we got a lot of our backs up because 'why do we have to do it their way, when our way has been working successfully? Why do we have to take a step backwards? Two steps forward, one step back. Why can't they adjust to the way we do it?' But because they were bigger we had to go back their way and then they'll say 'yeah, your way did work better, didn't it?' … it probably took* [them] *12 months for them to start doing it our way. If that makes sense. But then they were able to see the advantages then of us joining. It wasn't just a little one having to do everything the big one says." (Interviewee #6)*

For some Non-managers, it was not until they could see the tangible benefits of the change before acceptance of the change occurred, that is, in this study when the benefits arising from the move toward Standardisation are realised. With this acceptance of the change came increased positivity and job satisfaction.

> *"… we used to say no we don't want to change, you don't want to look out of that square box. But when it changed we can say, 'yes, I can see the benefits of that change'. Yes that system had some good*

things, that system's got some bad things, but overall you can see what your benefits are." (Interviewee #6)

Whilst there was some negative aspects of standardisation, overall, Non-managers appear to be accepting of the concept of standardisation with either a positive or neutral viewpoint. For Non-managers generally the interview data suggests the Standardisation did not have a material impact upon their personal work. Therefore increased Standardisation would likely improve Non-managers' level of job satisfaction, but not materially.

5.6.4 Customer Orientation

5.6.4.1 Introduction

Customer service and customer focus are themes that occur frequently amongst the responses from a number of the Non-managers. In this study, customer service and customer focus are considered to be two elements of the single theme of Customer Orientation. Customer Orientation has emerged as a strong influencer of job satisfaction, both positive and negative. Generally, for the Non-managers the customer is at the centre of why the organisation exists. Customer Orientation is a common motivator for where many non-management staff derive satisfaction from the role they perform.

5.6.4.2 Components of the Theme

Customer Orientation was identified amongst the responses from some Non-managers as providing sources of motivation spanning from what brings them pride in their job through to perceived loss of flexibility in meeting customer needs arising from the changes that have occurred.

Of note is the definition of "who is the customer?" was broadly interpreted by interviewees. The customer in some instances was viewed as being external to the organisation and in other instances was viewed as being internal to the organisation.

Having a focus on the customer was important to the Non-managers. It was a clear source of increased job satisfaction for them.

> *"… I mean, whatever you can do for the* [customers] *to give them service or that is important for me too." (Interviewee #12)*
>
> *"With the changes I can see, yeah it's okay and again, my main thing too is it's got to be beneficial for the* [customer], *not just us." (Interviewee #6)*
>
> *"… I think you know just feeling like from, from the customers and from the management, like direct management, that they can acknowledge that they think you are doing a good job." (Interviewee #10)*
>
> *"I've been able to have a say in … how we're going to focus on* [the customer] *a bit more." (Interviewee #14)*
>
> *"… turnaround time, we're getting work done quicker …* [for] *our customers … that makes me want to work harder and stuff like that." (Interviewee #7)*

The focus on Customer Orientation by the wider organisation generally is seen to be consistent with the degree of importance that Non-managers place upon the customer. It is clear from the Non-manager interview responses that a focus on the customer is linked to their level of job satisfaction. During this period of significant organisational change, the Non-manager's perception of who was the customer was centred upon the local customer and it was important to Non-managers for the organisation to maintain a focus on customers. Service to the customer is perceived by Non-managers to be the central reason for why the organisation exists. For the non-manager, maintaining an emphasis on the customer is strongly linked by many to their level of job satisfaction. Thus, maintaining an emphasis on the customer during a period of significant organisational change will increase the Non-managers' level of job satisfaction.

5.6.5 Leadership

5.6.5.1 Introduction

The Non-managers did not explicitly reference leadership as a significant influencer of their attitude toward the change. Instead interview responses from Non-managers referenced leadership in only general terms. Non-managers generally had a positive perspective of the leaders throughout the period of significant change. However, there were Non-managers that perceived a number of negative aspects of the change and in some instances the same interviewee perceived some aspects of Leadership to be positive and other aspects as being negative.

In regard to Leadership, Non-managers have placed importance upon inclusivity; empowering staff and supporting staff through facilitating participation in local decision-making (managers were seen to be both inclusive in some circumstances and exclusive in other circumstances); leading by example; and being seen to be connected with the local team. In some instances, the quality of the Leadership provided by Managers was also linked to the Non-manager's level of job satisfaction.

5.6.5.2 Components of the Theme

Non-managers, in their responses generally did not explicitly identify Leadership as a major contributor to either their job satisfaction or their attitude toward the change initiative. Instead their reference to Leadership was oblique and usually part of a reference to some other aspect of the changes being introduced, though there were isolated exceptions.

When Leadership was referenced by Non-managers, it was generally referenced within a positive context.

> *"I guess over the past two years I know they've* [that is leaders] *worked really hard to get everyone to comply to the standard and it's really satisfying when you get a good outcome and you can see it changing gradually but it takes a while but it's really satisfying to see light at the end of the tunnel." (Interviewee #2)*

For some Non-managers importance was placed upon leaders being inclusive through involving more staff in the decision-making processes of the organisation and empowering and supporting staff in making decisions.

> *"In fact it* [my role] *has probably changed for the better. We've been involved a lot more in decision-making I feel, which is a good thing … Because I'm given ownership. When I make decisions the Exec Department do listen. If I need extra staff, as long as I do the right business case they will support me and I really don't have, I don't see my boss very often or the Exec very often so I think I must be doing a good job." (Interviewee #12)*

For other Non-managers the reason why they are still doing their job after many years is linked to both their level of job satisfaction but also because of the decisions being made, and thereby the leadership, being provided by their managers.

> *"… the reason why we're still here* [doing our job] *I think is because one, of our job satisfaction that we have, but also where management has probably made the right decisions that we're still here." (Interviewee #14)*

Whilst Non-managers generally have a positive perspective on Leadership, there does exist an element of negativity to some aspects of the leadership demonstrated through the change. In some instances, Managers are deemed to have a lack of understanding of the implications of the decisions that are being made and also have a lack of innovative thinking.

> *"Management has changed, like just older staff retiring basically. So you get the younger staff in and sometimes, I'm being honest here, you're not happy with the way they do things or don't do things. Like as I said, you get stuck in that square box … you've got to look outside that square box and you've got to accept that change and yes I do. I'm one that can look and say "but if you do it that way, that's going*

to be the ramifications". I can look out and see the good parts, the pros and cons of things." (Interviewee #6)

Some Non-managers placed importance upon leading by example and when managers do not lead by example this creates cynicism in the Non-managers' attitudes toward the change.

"… the size of Head Office has become a, nearly an over bearing area that a lot of people … I'll say, are cynical, and a bit annoyed to the point of view that there's always these pressures [on the local organisation] *… to operate in the most efficient way and don't dare put your hand up to say I want an extra staff member and, and the appearance that there's just more staff, more staff being put on at Head Office." (Interviewee #10)*

Importance was placed by Non-managers on inclusivity by Managers, not just in decision-making but also in creating a "team" environment. To some Non-managers, the Head Office management in the organisation are perceived to be distant and aloof.

"Not so positive, for my area and the staff, they don't really know who the Exec is in the organisation. They may see pictures and videos in orientation, they don't actually really know who that person is. They could walk … [in] *and they* [the staff] *wouldn't know" (Interviewee #12).*

Whereas some Non-managers held a positive view of the degree to which Non-managers were included in decision-making, this was not a universally held view. Some Non-managers felt that managers excluded them from the decision-making process, that is, that leadership was not inclusive.

"… a lot of the so called changes that we've had we weren't involved in the changes [that is the decisions] *and it would have been good if we'd probably had a bit more say as employees, it would probably have made the employees* [feel] *a bit more valuable … we haven't had much say into what happens." (Interviewee #14)*

Thus, whilst Non-managers did generally not explicitly referenced Leadership in their interview responses, where leadership was alluded too, it was generally in a positive context. Throughout the change initiative, Non-managers placed importance upon inclusivity by Managers; empowerment and

support for staff participation in local decision-making; Managers leading by example and being seen to be connected with the local team. In some instances, the quality of the Leadership provided by Managers was also linked to the Non-manager's level of job satisfaction. Also, despite this generally positive perspective of Leadership, there were in some responses from Non-managers where cynicism and negativity was identified, especially in the areas of inclusivity in decision-making and also, being perceived as not leading by example.

5.7 Discussion

5.7.1 Introduction

This section discusses the key similarities and differences between interviewee responses from each hierarchical level, that is, Manager versus Non-manager, according to the five themes.

5.7.2 Hierarchical Commonalities and Differences

Communication

It has emerged from the analysis of the interview data that, irrespective of their position in the organisational hierarchy, that is, whether they were either a Manager or a Non-manager, effective communication was seen to be important. There was a common view by both Managers and Non-managers that Communication was generally positive, with the Managers being significantly more positive toward Communication than were the Non-managers. In this study, effective communication that meets the information needs of the recipient was an important contributor to increasing the job satisfaction of both Managers and Non-managers.

Both the Managers and the Non-managers considered the timing of communication as being an important influencer of their level of job satisfaction, and commented that there was room for

improvement in this aspect of Communication in the change process. Having a clear vision of the 'big picture' at the beginning of the change process was particularly important to Managers. For the Non-managers knowing well in advance what change was going to occur that would impact them directly was of importance. By not providing timely and effective communication to the Managers and Non-managers, an air of uncertainty was created for some which reduced their levels of job satisfaction. Both Managers and Non-managers expressed a view that Communication generally improved as the change initiative progressed.

Interview responses identified a differentiated focal orientation between Managers and Non-managers regarding the relative importance placed upon the sources of Communication that were available to them. The Managers orientation was primarily toward communication from Head Office with less emphasis upon communication locally, whereas Non-managers orientation was primarily to the communication from the local organisation, their local team, and less emphasis on communication from Head Office.

For both Managers and Non-managers having a voice, and feeling that your voice was heard, was an important source of job satisfaction. The perceived absence of voice was viewed by both groups as diminishing job satisfaction, whereas, having the perception that they had a voice and that it was being heard was a source of increasing their levels of job satisfaction. For both groups, job satisfaction would be enhanced if there was increased opportunity to be consulted, to be heard, and to know they had contributed to the decision-making process.

Connectedness

For the majority of Managers and Non-managers their perceptions of Connectedness were positive, contributing to their positive job satisfaction. For both groups, their affiliation to the local team was seen to be stronger than their affiliation with the wider organisation. For Managers and Non-managers alike, both wider affiliation and local affiliation are seen to co-exist at the same time. The interview responses suggest that Connectedness was more important to the Managers than it was to the Non-managers.

Relatively speaking, there was a stronger sense of affiliation to the wider organisation by the Managers compared to the Non-managers. Whilst Connectedness was raised by Non-managers, they did not generally raise the issue of Connectedness with the wider organisation in a direct manner in their interviews, ergo local affiliation was more their focus and thereby their source of job satisfaction. Non-managers were more inclined to view themselves as being less connected with the wider organisation.

Both Managers and Non-managers placed greater emphasis on the tangible benefits of being connected to the wider organisation with only Managers including non-tangible benefits as part of their interview responses. Both groups valued access to greater resources, the support offered by the wider organisation, and the opportunity to collaborate with persons outside the local team. Managers extended their view of the benefits beyond that of the Non-managers by placing value on employee mobility; having access to financial benefits through greater purchasing power for their local organisation; and being connected to the wider organisation enabling a greater focus on matters that are important to them, all of which contributed to their level of job satisfaction. The overall responses of both Managers and Non-managers concluded that these benefits outweighed the negative aspects of Connectedness which for Managers were perceived as: lost autonomy; lack of visibility of Head Office

Executives (for the Non-managers); and centralised decision-making. For the Non-managers, the negative aspects of Connectedness were mostly related to the increased bureaucracy arising from being part of the wider organisation and the financial impost this placed upon the local team, that is, a perception they are required to be more efficient so as to fund the bureaucracy.

Standardisation

Analysis of the interview data suggests that Standardisation was more important to the Managers than it was to the Non-managers. While Standardisation was generally accepted as necessary by both Managers and Non-managers, it was more so by Managers than Non-managers. For both groups, however, where there was acceptance of the need for Standardisation (as being deemed to be a logical extension of the existing emphasis of the local organisation upon quality of service, efficiency, technical excellence, and cost effectiveness), further analysis of the interview data suggests, that there is a higher probability of acceptance of the change and that job satisfaction will increase. Nevertheless, it should be noted that there is a difference in the emphasis by Managers versus Non-managers as to what influences their level of job satisfaction. Managers emphasise the benefits of Standardisation whereas Non-managers emphasize the Standardisation of process as a source of positivity for them. Job satisfaction for Managers is more likely to increase if the Managers can identify benefits, both tangible and intangible, flowing from Standardisation whereas, in contrast, job satisfaction for Non-managers is more likely to increase if they can perceive that Standardisation leads to superior processes than currently exist.

Many Managers viewed Standardisation positively, as especially financially beneficial. Non-managers did not perceive standardisation in the same light. Instead, in general, Non-managers perceived

standardisation as not materially impacting their personal work. When Non-managers did identify Standardisation in their interviews the response was generally either positive or neutral and was linked to their perception of whether Standardisation would result in processes and practices that were deemed by Non-managers to be better than current practice. If the change was perceived as being better, then acceptance of the change was likely to be higher and thereby job satisfaction would be enhanced.

Customer Orientation

Customer Orientation was a matter of importance to both Managers and Non-managers. This focus on the customer was identified frequently amongst the responses from Managers, emerging as a strong source of job satisfaction, both positive (when there was alignment between the level of commitment by Head Office to customers and the personal commitment of the Manager to customers) and also negative (when there was an absence of emphasis on the customer by Head Office). Non-managers also identified strongly with Customer Orientation. For the Non-manager the customer was the reason for the organisation's existence. Servicing the customer was the focus of why many Non-managers work in their role. The interview data suggests that increasing the emphasis on the customer would result in an increase in job satisfaction for Managers and Non-managers alike.

Managers generally identified 'who their customer' was from a wider organisational perspective than the Non-managers, who identified who their customer was from a local sub-unit perspective. Despite this difference in viewpoint, the customer remained at the centre of motivation for both Managers and Non-managers.

Managers generally had the view that the Head Office places a greater emphasis on Customer Orientation than does the local managers but this did not seem to have a material impact upon their job satisfaction. In contrast, Non-managers acknowledged that the level of focus on the customer by the wider organisation was generally consistent with the level of focus they placed upon the local customer. This focus on the customer was generally seen by Non-managers as being positive and contributing to their level of job satisfaction.

For some Managers a detracting influence on their job satisfaction was the loss of their local organisational identity in the eyes of their customers (as a result of the change initiative). Non-managers did not identify this as an issue for them. The Non-managers' focus did not consider their customer's perception of them as representing an organisation. Instead their major focus was upon the service they delivered to the customer.

For Managers, Customer Orientation was generally viewed as being positive with their source of job satisfaction originating from the benefits to be derived from being part of a larger organisation, that is, from tangible factors. In contrast, for Non-managers, Customer Orientation was identified as providing sources of job satisfaction spanning from what brings them pride in their job through to perceived loss of flexibility in meeting customer needs arising from the changes that have occurred, that is, from intangible factors.

Leadership

Both Managers and Non-managers were generally positive concerning the quality of Leadership provided during the change initiative. However, the perspectives with regard to who was providing

Leadership were very different between the two groups. For the Managers, interview responses related to the leadership provided by the Head Office, whereas for the Non-managers, interview responses related to leadership provided by the local sub-unit management. Thus, whilst both Managers and Non-managers generally viewed Leadership during the change as being positive and contributing to their job satisfaction, the subject of these perceptions were very different.

Analysis of the interview data suggests that effective leadership leads to increased job satisfaction. However, the answer to the question, "What is effective leadership?" was different for Managers and Non-managers. Managers considered effective leadership to be including others outside of Head Office in decision-making; being approachable; providing clear direction; displaying transparency; engaging staff early in the change process; engendering trust; and possessing leadership charisma. For Non-managers, effective leadership was defined by: including staff in creating a team environment; empowering staff; supporting staff through participation in decision-making, that is, how the change is implemented; leading by example (not leading by example leads to cynicism); and being seen to be connected with the local sub-unit/team (Head Office were seen to be distant and aloof).

For some Managers the Leadership provided by Head Office was viewed within the context of past change initiatives that they have experienced. Their interview responses indicate that they did not blame the current leaders from Head Office for negative outcomes from the change process as they perceive the current leaders as being better than managers from the past. Whilst it is difficult to assess whether this perception increased the Manager's job satisfaction or not, it is reasonable to assume that it did not detract from Managers' job satisfaction.

5.8 Synopsis

The multi-faceted nature of the research questions necessitated the exploration of an understanding of both Manager and Non-managers perceptions of the change process and its influence on their job satisfaction. The voice of the two hierarchical levels of personnel in this study was accessed via interviews unfettered by researcher imposed constraints of the quantitative orientation of Phase One. From the interview data there emerged five themes relating to factors influencing job satisfaction for both Manager and Non-manager hierarchical levels in the workplace, during periods of significant change:

- Communication
- Connectedness
- Standardisation
- Customer Orientation
- Leadership

Communication emerged as an important theme for the interviewees as a whole. The interview data evidences that Communication was generally viewed as positive, but for some, there was a perception there was opportunity for improvement. There was evidence from the interviews that job satisfaction increased the more the Managers and Non-managers perceived they had a voice and that their voice was heard by upper levels of management. There was a perception that job satisfaction could have been increased if there had been more frequent direct communication from managers, both local and Head Office, particularly at the commencement of the change process and if there had been greater opportunity for input into decision-making throughout the implementation phase of the change process. Effective communication is generally seen as a positive influencer of job satisfaction for both Managers and Non-managers in this study.

Connectedness in the context of this study is expressed as the degree to which an employee feels connected with the organisation both locally and also with the wider organisation that is a local affiliation and wider affiliation. For both the Managers and Non-managers interviewed, Connectedness was viewed positively. The more connected the Managers and Non-managers felt, the more positive was their job satisfaction. For Managers, there was a diversity of opinion as to the degree to which Connectedness was influencing their job satisfaction. Job satisfaction for some Managers increased as a result of their focus on the benefits to be derived from their affiliation with the wider organisation. For other Managers their job satisfaction increased from maintaining their local affiliation during the change process. Yet for other Managers both wider affiliation and local affiliation were seen to co-exist as a positive influencer upon their job satisfaction. For some Managers, however, their job satisfaction decreased during the change process through a perceived loss of affiliation with the local organisation (arising from Head Office assuming the decision-making role in some situations). For Non-managers, being connected with the local sub-unit was viewed positively and was a source of their level of job satisfaction. Nevertheless, this affiliation with the local sub-unit did not negate the existence of an affiliation with the wider organisation as also being a contributor to their level of job satisfaction. Overall, the interview data suggests that increases in local affiliation and/or wider affiliation lead to increased job satisfaction generally for both Managers and Non-managers.

Standardisation is generally accepted and supported by both the Managers and Non-managers as an influencer of job satisfaction. There were very few negative responses that would be consistent with Standardisation as having a negative impact on job satisfaction for either Managers or Non-managers. Analysis of the interview data suggests that for Managers and Non-managers alike there was a stronger identification of the tangible benefits (cost efficiency through better purchasing power; common

work practices; and more resources) as opposed to the intangible benefits (improved customer service; staff mobility; and career opportunities for staff). Despite the overall support of the wider organisational goal of increasing efficiency, some Managers and Non-managers were of the view that their local culture was already one of striving for efficiency and their job satisfaction was linked more to the local culture independent of the wider organisation during the change initiative. There was a feeling, from some Managers in particular, that throughout the change process there was an over-emphasis on the financial benefits of the change as distinct from the technical improvements and benefits that could be achieved as a result of the change.

Customer Orientation emerged from the interview responses as a motivator, both positive and negative, for both Managers and Non-managers alike. For both Managers and Non-managers generally, the customer was at the centre of why their organisation exists and why staff choose to work in their role. The overwhelming perception of Managers and Non-managers was the focus on Customer Orientation, which, both locally and in the wider organisation, was seen as positively contributing to their level of job satisfaction. However, the structural change had negatively impacted some Manager's job satisfaction due to their perceived loss of flexibility in meeting their customer's needs. During a period of significant organisational change strong Customer Orientation by both the local organisational unit and also for the wider organisation was perceived by many Managers and Non-managers as being important because service to the customer was central to the reason why the organisation exists. Analysis of the interview data suggests that the presence of a customer oriented focus would enhance job satisfaction for Managers and Non-managers and similarly, the absence of a focus on customers would decrease job satisfaction.

Leadership during the change was viewed by Managers and Non-managers as generally positive, though some Managers have expressed some negativity. Managers' perspectives on Leadership were largely focused on the leadership provided by the Head Office, whereas the Non-managers perspectives on Leadership were largely focused on the leadership provided by local sub-unit managers. The overall positive perception of Leadership is indicative of an expectation of Leadership during the change process as having had a positive impact upon the Managers' and Non-managers' level of job satisfaction. The major influencers of the Managers' generally positive perception of Leadership include: inclusivity in decision-making at multiple levels within the organisation both locally as well as from Head Office; approachability of managers locally and Head Office; clear direction from Head Office; transparency; early engagement; and leadership charisma. Non-managers generally placed importance upon: inclusivity by Managers; empowerment and support for staff participation in local decision-making; and Managers leading by example and being seen to be connected with the local team. In some instances, the quality of the Leadership provided by Managers was also linked to the Non-manager's level of job satisfaction. Also, despite this generally positive perspective of Leadership, there were instances in the responses from Managers of a perception that as a leader, involvement did not happen initially but emerged with the passage of time. For Non-managers there were instances where cynicism and negativity were identified, especially in the areas of inclusivity in decision-making (when there was a perception of not being included in decision-making) and also, when leaders were perceived as not leading by example.

5.9 Conclusion

Chapter 5 has provided an overview of Phase Two of the research study and drawn together the analysis and the discussion arising from the analysis of the interview data, and the way in which the

interview responses highlight how the level of job satisfaction of both Managers and Non-managers was influenced in a period of significant organisational change.

These themes of Communication, Connectedness, Standardisation, Customer Orientation, and Leadership all influenced job satisfaction for Manager and Non-manager hierarchical levels alike during a period of significant organisation change. The impact of these influencers was stronger for the Managers as compared to the Non-managers. When the interviewees' perceived these influencers had increased, commonly, the level of job satisfaction also increased. When the interviewees' perceived that these influencers had decreased, commonly, the level of job satisfaction also decreased with the exception of Connectedness for Managers. In the case of Managers, a decrease in Connectedness yielded a neutral to negative impact on job satisfaction.

Chapter 6, integrates the findings from Chapter 4 (a researcher framework to address the research question).

CHAPTER 6 INTEGRATION, FINDINGS AND IMPLICATIONS

6.1 Introduction

This chapter integrates the research findings from both the Phase One and Phase Two data collection and analysis, discusses the implications of the findings, and links the findings to the review of the academic literature. This research study aimed to contribute to the literature on change by exploring the perspectives of both Managers and Non-managers with a particular emphasis on the influencers of their level of job satisfaction during a period of significant organisational change. The research study is unique in that it simultaneously explores the influencers of the attitudes to change of employees engaged in service delivery in an Australian public sector organisation, and the impact of organisational practices on employees during a period of significant organisational change. Whereas much of the change research focuses upon the negative aspects of change (Chawla & Kelloway, 2004) this study adopted a positive orientation through the outcome factor of employee levels of job satisfaction. The academic literature has suggested that positive emotions by employees are related to positive attitudes to organisational change (Avey, Wernsing & Luthans, 2008), and positive attitudes to organisational change influence affective commitment to change which in turn is positively associated with job satisfaction (Rafferty and Restubog, 2010). In this research job satisfaction is the marker used for job engagement, positive employees, and positive organisational change (Avey, Wernsing, & Luthans, 2008; Nguyen, Teo, & Pick, 2017; Teo, Pick, & Xerri, 2016) all of which contribute to improved organisational change outcomes.

The study explored the employee levels of job satisfaction through the examination of the influencers of the employee attitudes to change derived from contextual factors such as job impact (Fedor et al., 2006) and change turbulence (Herold et al., 2007). It also explored the impact upon employee levels of

job satisfaction through attitudinal and attributional factors such as situational attribution, self-efficacy and change cynicism, with change cynicism being the combination of dispositional attribution and pessimism (Wanous et al., 2000) and it also explored the impact of organisational processes on job satisfaction. Finally, the study reviewed these influencers of job satisfaction from both the Manager and Non-manager perspective.

This research study adopted a multi-level approach exploring the employee perceptions about the change in two hierarchical levels: Managers (that is, managers/supervisors) and the Non-managers (that is, non-managers/non-supervisors). The role played by the employee, as an individual and also as a member of a group, in contributing to the success (or failure) of the change initiative was also explored.

The decision to conduct the research study in the public sector was partially driven by the scarcity of academic research focused on change management in the public sector (Kickert, 2013; Pick & Teo, 2017; Van Der Voet, 2014), relative to the large body of work that has focused on the private sector. It was also partially driven by a desire to explore whether or not conceptual models designed for use in the private sector were transferable for application in the public sector.

The research questions were derived primarily from the desire to understand how future change initiatives can be improved through obtaining a greater understanding of those factors that influence job satisfaction in the public sector during periods of significant workplace change. One fundamental premise underpinning the approach to addressing the research question is the emphasis on maximising a positive outcome of change, that is, job satisfaction rather than focusing upon the minimisation of negative outcomes of change, for example, cynicism, pessimism, or resistance.

By understanding what influences the positive outcomes of change, opportunities present themselves for: (a) optimising the potential for greater acceptance of the change by employees at all levels and thereby increase the potential for the change to be a success, to "stick", and be sustainable across time, and (b) improving the design and implementation of change processes for future change initiatives through a focus on the positive influencers of employee attitudes to change rather than the negative influencers.

Authors such as Kanter et al. (1992), Andersson (1996), and Jones et al. (2008) have identified from their own research that further academic endeavour is required to understand the impact of change upon the recipients of change. This study not only explores the Managers' perspective of change but also the Non-managers' and the contribution their respective roles make to the change initiative.

Kanter et al. (1992, p.379) refer to the recipients of change (the non-manager/non-supervisor) as "… the largest group of people that must adopt, and adapt to, change". They are the single largest group of stakeholders who can influence whether change is successful (and sustainable), is partially successful, or fails (Appelbaum et al., 2008).

The need exists for researchers to give a voice to not only the Managers, but also the Non-managers, to afford them the opportunity to communicate their concerns about the organisational change they experienced in order to identify new ways of doing things during a change initiative with an intent to make things better (Cinite & Duxbury, 2018).

This Chapter outlines the study orientation (including personal factors that influence job satisfaction and organisational factors that influence job satisfaction), the methodology used, the research findings, the implications for practice, the limitations of the study, and conclusions to be drawn from the study.

6.2 Study Orientation

This study consisted of two phases and adopted a 'concurrent' or 'convergent' mixed methods design. In this design the research questions were simultaneously explored by collecting and analysing both quantitative and qualitative data (Creswell & Creswell, 2018; Tashakkorie & Teddlie, 2003). Phase One, adopting a researcher constructed framework, provided the quantitative focus of the study and Phase Two, adopting an employee constructed framework, provided the qualitative focus of the study. Both phases of the study aimed to address the research questions:

1. What are the factors that influence employee's attitude to change adopting job satisfaction as a marker for the impact of change?
    1.1. What are the factors in the context domain that influence employee's attitude to change?
    1.2. What are the factors in the attitude/attribution domain that influence employee's attitude to change?
    1.3. What are the factors in the organisational process domain that influence employee's attitude to change?
    1.4. What are the factors in the hierarchical domain that influence employee's attitude to change?

6.2.1 Methodology

6.2.2 Phase One

Phase One of this ex post facto cross-sectional study employed a survey instrument to explore the individual's job satisfaction during a period of significant organisational change. This instrument was

used with the intention to gain insights which could have potential to influence and improve the design and implementation of future change initiatives with the aim of optimising the sustainability of the change. This survey instrument was based upon a conceptual model presenting relationships between personal factors and job satisfaction derived from the literature, with particular reference to the work of Chen et al. (2001); Fedor et al. (2006); Herold et al. (2007); and Wanous et al. (2000). The characteristics of the respective elements within the model were explored using descriptive and inferential statistics.

The conceptual model used in the quantitative component analyses (Chapter Four) emphasised the personal/individual factors that impacted upon Job Satisfaction during the workplace change. In particular the model focused upon the nature of the change for the individual work role, the individual's attitudes toward change and their impact upon Job Satisfaction. This model consisted of three change context factors, Job Impact, Change Turbulence and Job Level (that is, hierarchical level), and three attribution and attitude factors, Self-efficacy, Change Cynicism, and Situation Attribution. The outcome variable was Job Satisfaction. Further, the exploration included the impact of the respective roles of the Managers and Non-managers on the relationships between the various factors and their level of Job Satisfaction.

6.2.3 Phase Two

The qualitative component (Chapter Five) generated data relating to influencers impacting Job Satisfaction during a period of significant organisational change as perceived by the Managers and the Non-managers. A purposive maximum variation sampling methodology was used in the collection of data for Phase Two of this study. This type of methodology resulted in a sample designed to include a sufficiently diverse range of cases relevant to the change initiative in order to provide as much insight

as possible into the employee attitudes to the change initiative. The undertaking of interviews from different hierarchical levels within the organisational structure allowed a sufficiently diverse sample such that their aggregate answers would be close to the whole population's answers. This sampling methodology is appropriate when the sample size is very small (Palinkas, et al., 2015).

The data for this phase were analysed following the general principles of grounded theory (Creswell, 2013; Strauss & Corben, 1990; Urqhart, 2013) generating themes that emerged from having saturated lines of enquiry; the result of using a constant comparison approach. The seven open ended questions used in the interview instrument focused upon job satisfaction and the influencers of job satisfaction.

6.2.4 Integration

This study used the convergent design approach to mixed methods research to obtain diverse but complementary data on the same topic. Creswell and Creswell (2018) promotes the use of convergent design to facilitate the gaining of a deeper and richer understanding of the complete research problem.

6.3 Research Findings

The use of hierarchical differentiation within this study, by its very nature, dissects a singular research question, “What are the factors that influence employee’s attitude to change, adopting job satisfaction as a marker for the impact of change?” into two separate, but related, lines of enquiry and introduces concepts related to the roles that employees fulfil.

The academic literature suggests that employees fulfil many roles both within and without the workplace (Brewer & Gardner, 1996; Demerouti et al., 2015; Sluss et al., 2011; Wickham & Parker, 2007). These roles exist either on their own, that is, separately or they can exist simultaneously, that is, many at the same time. Within the organisational context, these roles and relationships have a material

influence on the individual's identity and experience in the work place. Understanding behaviour within an organisation requires an understanding of the dynamics and processes of role identity, that is, how the individual occupying a role makes sense of their role (Sluss et al., 2011). The individual is constantly moving between roles and enacting multiple roles simultaneously and may at times experience conflict between these various roles. Within the organisational context each of these roles has the capacity to have an influence, either positively or negatively, either directly or indirectly, upon an individuals' perception of their job satisfaction (Wickham & Parker, 2007). The research findings suggest the same can be true for the employees within this study.

The research findings derived from the integration of the data analysis stemming from Phase One and Phase Two (see Chapters Four and Five) are reviewed in terms of the impact of organisational and personal factors on job satisfaction at both the Manager and the Non-manager hierarchical levels during periods of significant organisational change.

There remains little literature that examines the attitudes of the recipients of change [the non-manager / non-supervisor], either individually or collectively, toward change. Authors such as Andersson (1996) and Jones et al. (2008) have identified from their own research that further academic endeavour is required to understand the impact of change upon the individual, the recipient of change (non-manager/non-supervisor). These findings from this study address the research questions in terms of hierarchical level perceptions, both the manager and the non-manager levels, and the factors that influence job satisfaction during a period of significant organisational change.

6.3.1 Role Data Analysis

The employees in this study functioned in a number of organizational roles both as an individual and as a member of respective collectives. The individual employees were constantly moving between roles and at times experienced conflict between these roles. Overall, however, these roles had the capacity to have an influence, either positively or negatively, directly or indirectly upon the employees' perception of Job Satisfaction. Three distinct organizational roles were most often identified from the employees' interview data: Firstly, the role as a member of the expert collective. In this role the employees perceived that they belonged to this collective because all in the collective had a similar set of skills and expertise to other collectives across the broad geographical footprint of the organisation. These included such skills as technical skills or process skills or finance skills or communication skills or administration skills. Secondly, the role as member of an organisational sub-group or regional community. These roles included local administrative support or local logistical support or network coordinator. Thirdly, the role as a member of this wider public service organization. It is interesting to note that even though the Non-managers moved into this role less often than the Managers, but when they did move into this role they displayed strong support the organisation.

6.3.2 Job Satisfaction

The research findings indicated that job satisfaction was significantly impacted by the personal attitudes of the employee and the organisational practices adopted during the change initiative. Phase One predominantly explored personal attitudes of employees. In Phase Two the employees generated a series of factors that influenced their level of job satisfaction during a period of significant change which most often were related to organisational process and practice during the change, rather than personal attitudes.

The academic literature suggests that Job Satisfaction be predicted to be lower rather than higher as this was a time of significant change and a disruption to the normal operations to which the employees had become accustomed (Armstrong-Stassen, 1998; Jones et al., 2008; Kanter et al.,1992). The level of Job Satisfaction for Managers was expected to be higher than Non-managers because of the role that each fulfils in the change process (Fedor et al., 2006; Kanter et al.,1992; Lindorff et al., 2011; Martin et al., 2006; Van Der Voet & Van De Walle, 2018). Kanter et al. (1992) in particular suggests that the recipients of change are more likely to have a negative perception of the change. In this study it would be the Non-managers/non-supervisors who would be expected to have a low level of job satisfaction, and further, there would be a significant difference between the level of job satisfaction of the Managers as compared to the Non-managers/non-supervisors. This view is supported by the findings of the research by Lindorf et al. (2011) where the level of job satisfaction was found to be higher for directors as compared to lower level managers. The data from this study however, does not support these findings. Instead the data indicated that the employees, both Managers and Non-managers, were experiencing considerable levels of Job Satisfaction during this time of significant change. The Managers recorded a Job Satisfaction value of 4.6458 on a scale of one to six with the Non-managers recording a Job Satisfaction value of 4.0316 on a scale of one to six. Even though there was a significant difference between the Job Satisfaction values for the Manager and the Non-manager. However, because of their hierarchical position, the high level of Non-manager Job Satisfaction was not expected.

6.3.3 Job Satisfaction: The Personal Orientation

6.3.3.1 Introduction

The research explored the impact of personal attitudes and personal influencers (Job Impact and Change Turbulence; Self-efficacy, Change Cynicism, and Situation Attribution) on Job Satisfaction. The

SEM analysis of this conceptual model indicated that these factors above impacted both the Managers and the Non-managers in a similar manner with only the size of the impact being different between the Managers and the Non-managers.

6.3.3.2 Personal Attitudes and Personal Influencer Factors: Characteristics

6.3.3.2.1 Job Impact

The data indicates the organisational change within which the employees were operating (Job Impact) impacted the Managers (4.1282) to a greater extent than the Non-managers (3.4121), on a scale of one to six. This Job Impact related, according to the employees, both to the change in the work the individuals had to perform and the organisational practices with which they had to interact. The values for both Managers and Non-managers were fairly high for the Job Impact factor but with a significantly greater impact upon the Managers relative to the Non-managers. These results suggest this was a significant change program and an important context within which the study took place. The study by Fedor et al., (2006, p. 20) found a relationship between job impact and job satisfaction whereby employees are likely to welcome favourable organisational change especially when they don't need to make significant adjustment as a result of the change, that is, the impact of the change upon their individual role is low. This finding is supported in this study, but noting the understanding of the relationship between Job Impact and Job Satisfaction is extended in this study by noting the influence of the mediating effect of Change Turbulence and the Situation attribution factor on Job Satisfaction.

6.3.3.2.2 Change Turbulence

The perceived need in today's environment for an organisation to continually renew itself will generate internal turbulence which the organisation will need to manage carefully in order to avoid "turbulence fatigue" amongst employees at all levels within the organisation (Gryskiewicz, 2005). The organisation being studied had undergone prolonged change for almost 10 years, moving from a more centralised

structure to an increasingly decentralised structure and from a local processing model to a shared services processing model. These changes were initiated in response to changes in the external environment and have created considerable change turbulence within the organisation.

As noted in the interview data, the Change Turbulence factor for these employees includes the frequency of change initiatives that the employees encountered at a given time and simultaneously includes the accumulated effect of respective organisational practices experienced during past change initiatives. Both the Managers and the Non-managers rated the Change Turbulence factor for their context relatively high. The data indicated there was no significant difference between the Managers (3.9340) and the Non-managers (3.7825), on a scale of one to six, for the impact of the amount and experience of previous change situations the employee had encountered (Change Turbulence).

The findings from Herold et al., (2007) suggest that change-related self-efficacy interact with the degree of change turbulence in influencing employee commitment to change. An environment of pervasive change may negatively influence employee attitudes to change, especially for those with low self-efficacy. For those employees with high self-efficacy the impact of change turbulence upon their commitment to the change, that is their positivity toward the change, was less problematic. In the current study the reported levels of Job Satisfaction, that is, positivity toward the change were high for both Managers and Non-managers, noting the relatively high level of Change Turbulence identified by both Managers and Non-managers and the high levels of Self-efficacy for both groups of employees. This study, supports the findings of Herold et al., (2007).

6.3.3.2.3 Self-efficacy

In the literature review it was noted there was a large body of research on self-efficacy generally in the fields of human resource management and organisational behaviour. However, in management literature, self-efficacy has been relatively overlooked (Carter et al., 2018), despite the widely accepted correlation between self-efficacy and an engaged and committed workforce, noting that an engaged and committed workforce is critical to organisational performance and competitive advantage (Carter et al., 2018; Macey & Schneider, 2008, as cited in Albrecht & Marty, 2017).

Data from this study indicates that the degree to which the employees felt personally able to summon the motivation and cognitive resources to deal with the change (Self-efficacy) was not significantly different between the Managers (4.9521) and the Non-managers (4.8271), on a scale of one to six. The values for both Managers and Non-managers were very high for Self-efficacy. This finding is contrary to expectations as it signifies that both the Managers and the Non-managers felt they were most often capable of dealing with the situational demands presented by the change process. It is interesting to note that findings from some studies reported in the academic literature suggested that there were differences between managers and non-managers in terms of Self-efficacy (Kim et al., 2016), yet other studies found that there were similarities between managers and non-managers during periods of organisational change (De Vries et al., 2018). In the current study there is no clear causal factor that would explain the high levels of Self-efficacy reported. The work of Lee & Ashton, (2004, as cited in Albrecht & Marty, 2017) suggests that individual factors and job context factors have an influence on self-efficacy. Individual factors included the strength of the bond with the individual's work-group and with the organisation, whilst job context factors were linked to the degree of control the individual had over their work practices. The qualitative findings of the current study suggest these same factors contribute to the high levels of employee Self-efficacy observed.

6.3.3.2.4 Situation Attribution

Analysis of the data highlighted the degree to which the recipient attributes the success or failure of the change initiative to the work situation and the group norms existing in the organisation (Situation Attribution). The Situation Attribution was high for both Managers (3.6957) and Non-managers (3.6158), on a scale of one to six, but demonstrating no significant difference between the Managers and the Non-managers.

It was expected that the Non-managers would be more likely than the Managers to blame the organisational culture and system for difficulties in their work situation during the period of change (Wanous et al., 2000). This lack of difference in the findings seems counter intuitive. A potential explanation of the lack of difference may be provided through the findings of Wanous et al. (2000). The findings from their study suggest that situation attribution is more likely to be reduced by using effective communication with employees as this will increase the possibility that employees can see the situation attribution from the management perspective thereby facilitating greater understanding of the reasons for actions taken by managers. The qualitative component of this study provides some support for the findings of Wanous et al. (2000) as providing a possible explanation for the similarity between the Situation Attribution of both Managers and Non-managers. The responses from the interviewees, both Managers and Non-managers, supported the view that communication throughout the change initiative was generally perceived as being very good overall albeit there was room for improvement. This finding from the qualitative component of the study may assist in explaining the lack of difference in Situation Attribution, but further exploration is required.

6.3.3.2.5 Change Cynicism

Cynicism about change involves a loss of confidence in the leaders of change and is often a response to a history of change attempts that have not been very successful (Reichers et al., 1997). Cynicism can be a major barrier to the success of a change initiative. It has been estimated that between 25 and 40 percent of all employees will respond cynically to change. With responses of this magnitude, it is inevitable that some level of cynicism will exist throughout any change initiative. Further, Reichers et al., (1997) identifies that some employees enter an organisation with a predisposition to cynicism, other employees will enter the organisation without this predisposition but will "learn" cynicism as a response to the history of change within the organisation. These dispositional attributes are unlikely to be capable of complete eradication. From the outset of a change initiative then, cynicism presents a major challenge to change leaders and will require the development of appropriate strategies to manage the level of cynicism with an emphasis on communication and employee involvement in the planning and execution of the change that impacts them, Reichers et al., (1997).

In this research the negative attitude to change due to a loss of faith in the leaders of change, that is, Change Cynicism, was relatively low for both Managers (2.6446) and Non-managers (3.2641), on a scale of one to six. Both Managers and Non-managers reported change scores below 3.5; the mid-level score on a 1 to 6 scale, a relatively low value for Change Cynicism. As was expected, because of their hierarchical position the Managers were significantly less cynical about the change process than were the Non-managers.

The confirmatory factor analysis conducted by Wanous et al., (2000) in their research provided support for the combining of two factors, that is, pessimism and disposition, into a single measure of cynicism. The confirmatory factor analysis conducted in this research supported these findings.

6.3.4 Job Satisfaction: Direct and Indirect Influencers

The SEM analysis of the personal factors model indicated that the pattern of pathways between the personal context factors, the personal attributions and attitudes linking with Job Satisfaction were the same for both Managers and Non-managers. There were differences in the path strengths between the two, but even these differences were relatively minor.

This parallels the work of Jones et al. (2008) whose research study examined the subjective experience of a major change initiative, with a particular emphasis upon how the employee's hierarchical level impacted their change experience. This study found there is similarity in the experience of employees at different hierarchical levels within the organisation, but the differences in their experience were rooted in the roles the employees played in the change. The higher the employee was in the organisational structure, the more the employee focused on the process of change. The lower the employee was in the organisational structure, the more the employee focused on the personal impact of the change, that is, the impact upon their day-to-day routine.

In this study, there were three personal factors that directly influenced Job Satisfaction for both Managers and Non-managers: The degree to which the employee feels personally able to summon the motivation and cognitive resources to deal with the change (Self-efficacy), a negative attitude to change and the perception that the outcome of the change initiative was independent of the employee's actions (Change Cynicism), the degree to which the employee attributes the failure of a change initiative to unforeseen events or forces beyond the control of those responsible for carrying out the change (Situation Attribution).

The correlation between Self-efficacy and Job Satisfaction was also explored in the research of Judge and Bono (2001). In the exploration of their construct, positive self-concept, they found moderately strong correlations between job satisfaction and four dispositional traits of this positive self-concept, that is, self-esteem, self-efficacy, internal locus of control, and emotional stability. In this study, for the Managers, Self-efficacy had a strong positive influence on Job Satisfaction which was greater than for Non-managers. In contrast, Situation Attribution, the degree to which the employee attributes the failure of a change initiative to unforeseen events or forces beyond the control of those responsible for carrying out the change, had a weak positive influence upon Job Satisfaction for the Managers and a slightly greater, but still a minor, influence upon the Job Satisfaction for the Non-managers. Change Cynicism had a strong negative influence upon Job Satisfaction for both Managers and Non-managers. In this study Situation Attribution to some degree mitigated the impact of Change Cynicism on Job Satisfaction.

There were three personal factors that had an indirect influence upon Job Satisfaction for both Managers and Non-managers. The degree of disruption to their job during the change process (Job Impact), had a very small positive indirect influence upon Job Satisfaction being mediated by the Situation Attribution factor for both the Manager and the Non-manager. The amount and experience of previous change situations the employee has encountered (Change Turbulence), for both Managers and Non-managers, had a strong negative influence upon Self-efficacy and through the link to Self-efficacy had an influence upon Job Satisfaction. These results parallel the study conducted by Herold et al. (2007) where a strong relationship between change turbulence and an individual's self-efficacy was identified noting in this relationship there was a negative correlation between a pervasive environment of change (that is, turbulence) and employees' levels of commitment to the change, especially for those employees with low self-efficacy.

Change Turbulence through its strong link with Change Cynicism also had a negative influence upon Job Satisfaction with the influence upon Managers being stronger than for Non-managers. Change Turbulence, in contrast, has a small positive influence upon Job Satisfaction through the mediating factor of Situation Attribution. In this circumstance Change Turbulence increases the employees' view that the outcome of the change initiative is more likely related to others than themselves (Situation Attribution). This in turn increases their Job Satisfaction because the success or failure of the change initiative is perceived to be independent of their actions. This influence is greater for the Managers than the Non-managers.

Self-efficacy along with having a direct influence upon Job Satisfaction also has an indirect influence upon Job Satisfaction which is mediated by its strong negative influence upon the Change Cynicism factor, with this negative influence being stronger for Managers.

Self-efficacy was also noted by Amiot et al. (2006) to be related to Job Satisfaction. They investigated the stress and coping perspectives of employees' adjustment to a significant change event, for example, a merger. This study, amongst other things, studied the relationship between stress, self-efficacy, and coping mechanisms on Job satisfaction. Job satisfaction in the study was deemed to be an important factor as it was associated with increased levels of job performance, lower intentions to leave, and less turnover. The research of De Clercq et al. (2018) explores the relationship between job performance, anxiety in the work place, and self-efficacy. The researchers argue that self-efficacy is an important element of successful job performance and by understanding the work conditions in which self-efficacy may be instrumental for spurring job performance, organisations can assess more accurately when employees' self-efficacy will have the greatest effect.

This study found that both Managers and Non-managers reported relatively high levels of Job Satisfaction during a period of significant organisational change and the associations between the context, personal attitude and attribution factors, and Job Satisfaction were strikingly similar. In terms of factor interconnections there is a strong direct positive association between Self-efficacy and Job Satisfaction; there is a weak direct positive association between Situation Attribution and Job Satisfaction; there is, however, a strong direct negative association between Change Cynicism and Job Satisfaction. Further, the study found that there is no direct association between the context factors, Job Impact and Change Turbulence, with Job Satisfaction. There is, however, a weak indirect association between these factors and Job Satisfaction through the mediating factors Situation Attribution, Change Cynicism and Self-efficacy. It must be noted that Change Turbulence has a strong positive association with Situation Attribution and Change Cynicism, but has a strong negative association with Self-efficacy. Even though Managers and Non-managers had similar levels of Self-efficacy the Managers' Self-efficacy had a greater influence on Change Cynicism and Job Satisfaction than the Non-managers.

In summary, for employees in this public service organization, this research has provided evidence that employee Self-efficacy has a direct and positive association with Job Satisfaction which parallels the work of Judge & Buno (2007). But this study highlighted that Self-efficacy also had an indirect association with Job Satisfaction through the mediator Change Cynicism.

Change Cynicism has been found to be negatively associated with Job Satisfaction (Reichers et al., 1997; Wanous et al., 2007) and likewise in this study was found to also be the situation, but the study provided evidence that Change Cynicism has the highest correlation of all the context, attribution and

attitudes factors considered with Job Satisfaction. Situation Attribution, the degree to which the recipient attributes the success or failure of the change initiative to the work situation and group norms existing in the organization, according to Wanous et al. (2007), is an important element in deflecting dispositional attributions and thereby reducing change cynicism. This direct association between Situation Attribution and Change Cynicism was not found in this study, but rather Situation Attribution had a small direct positive association with Job satisfaction.

Previous research has noted that Change Turbulence, is a constant companion for public service employees (Anttila, Oinas, & Mustsmaki, 2019; Lindorff, Worrall, & Cooper, 2011; Perrott, 1996), is associated with an increase in insecurity of employees and a lack of employee engagement (Gryskiewicz, 2005; Herold et al., 2007) which are linked to a decrease in Job Satisfaction. This study, however, did not find a direct relationship between Change Turbulence and Job Satisfaction but has now provided evidence that Self-efficacy and Change Cynicism are mediators between Change Turbulence and Job Satisfaction. These results suggest a range of mechanisms focusing on employees Self-efficacy, Change Cynicism, and Situation Attribution that have the potential to increase Job Satisfaction and influencing change management.

The work of people such as Kanter et al., (1992) and Kotter (1996) have suggested that the specific roles of different hierarchical level employees within an organisation may result in different attitudes and attributions to and different perspectives on what contributes to their Job Satisfaction during periods of significant change. The evidence from this study indicates that the structural relationships between the Context variables and the Attribution and Attitude variables and Job Satisfaction are strikingly similar for the different hierarchical levels. This data and the data from the interviews suggest that both the different hierarchical levels, in the first instance at least, viewed the study variables through their

'expert' role eyes. For the Managers it was through their 'administration' eyes and for the Non-mangers 'skill set' eyes. From this perspective, then, it is not all that surprising that structural relationships follow similar patterns for both the Managers and the Non-managers. It was noted that the Job Impact ratings for the Managers were significantly higher than those for the Non-managers which may well be related to the Mangers often placing greater importance of their role as a member of the whole organizational collective. This may also influence the higher Job Satisfaction ratings of the Managers, in that they evaluate their ratings by considerations of the effectiveness of change in the various sub-groups and the organization as a whole.

Finally, when considering the influence of both the direct and indirect influencers of Job Satisfaction, in this path analysis evaluation, 39 percent of the variance in Job Satisfaction for Managers is accounted for by the joint influence of Job Influence, Change Turbulence, Situation Attribution, Change Cynicism, and Self-efficacy; and 37 percent of the variance in the Job Satisfaction for Non-managers is accounted for by the joint influence of Job Influence, Change Turbulence, Situation Attribution, Change Cynicism, and Self-efficacy. Overall considering both direct and indirect pathways Self-efficacy had the strongest relationship with Job Satisfaction as indicated by the highest absolute value of the associated path coefficients. The total variance data also suggests that there are factors not identified in this model that have a considerable influence upon Job Satisfaction. It is noted that other studies have found that Job Satisfaction is also influenced by factors outside of the workplace. Phase Two of the study highlighted a number of other factors that had an influence upon employees' level of Job Satisfaction.

One limitation with the path analysis orientation in exploring the influence of personal factors on Job Satisfaction, however, is the correlational nature of this analysis. This analysis does not allow for definitive causal conclusions. Further longitudinal research is needed to verify these path analyses.

6.3.5 Job Satisfaction: The Organisational Practices Orientation

6.3.5.1 Introduction

The qualitative research explored the individual's perception of job satisfaction adopting data capture methodologies allowing individuals to present their understanding of the impact of the change initiative in their own words and adopting their own analysis frameworks without the constrictions of a researcher's imposed framework (Jones & Noble, 2007), thereby enabling the voice of the recipient to emerge. A convergent parallel mixed methods design was adopted to investigate the factors that influence the recipients' job satisfaction through a period of significant organisational change in an Australian public service organisation; in particular, differences across hierarchical levels.

6.3.5.2 Organisational Practices Influencer Factors

6.3.5.2.1 Communication

Communication can be a powerful influencer of employee attitudes during a period of significant organisational change (Lindorff et al., 2011). Communication has positive correlations with organisational outputs such as job satisfaction, organisational commitment with communication failures being linked to employee stress, job dissatisfaction, absenteeism, low levels of trust and decreases in organisational commitment (Husain, 2013; Peus, et al., 2009). Communication is an important tool to enhance recipient receptivity and support for the change initiative, especially if messages are appropriately prepared, well targeted, and delivered in a manner preferred by the recipient (Frahm & Brown, 2007; Goodman & Truss, 2004; Peus et al., 2009; Simoes & Espsito, 2014).

Effective communication emerged from the interview data as being important, irrespective of the role the employee fulfilled within the organisation or their hierarchical level, that is, whether the employee interviewed was a Manager or a Non-manager. Whether a Manager or a Non-manager, the data

indicates that Communication in this study was commonly perceived to be generally positive, though it was noted that the Managers were significantly more positive toward Communication throughout the change initiative. In this study, effective communication that meets the information needs of the recipient is an important contributor to increasing the job satisfaction of both Managers and Non-managers. This is consistent with findings from Teo et al. (2016).

In this study, the timing of when communication was delivered, and received, was of importance to both the Managers and the Non-managers. For Managers, it was not just the timing that was important to them, they also wanted the message to include a clear vision of the "big picture" and they wanted to have clarity of the big picture view at the beginning of the change process. For the Non-managers, whilst not needing to know the big picture, knowing well in advance what change was going to occur that would impact them directly was of importance. Both Managers and Non-managers expressed the view that this was an area for improvement in the change process. By not providing timely and effective communication to the Managers and Non-managers, an air of uncertainty was created for some which reduced their levels of job satisfaction. Whilst at the beginning of the change initiative there was opportunity to improve communication, both Managers and Non-managers expressed a view that Communication generally improved as the change initiative progressed.

The literature identifies timely two-way communication as a significant element in a change initiative (Clampitt et al., 2000) and lends support to the concept of 'voice'. Bryant (2006) identified that it was important for employees to know they had avenues to express themselves with an expectation they would be heard by managers and where they had a means by which they could "voice" their concerns about organisational change in order to highlight things that were not working and to communicate

ideas about new ways of doing things with an intent to make things better. In this context voice can also be used to highlight poor decision-making, again, to make things better.

Consistent with the literature, for both Managers and Non-managers in this study, having a voice and feeling that your voice was heard, was important to them and was also an important source of their job satisfaction. Conversely, the perceived absence of voice was viewed by both groups as diminishing their job satisfaction. For both groups, job satisfaction would be enhanced if there was increased opportunity to be consulted, to be heard, and to know they had contributed to the decision-making process. This finding also supports the research of Teo et al. (2016) which highlighted the importance of the link between job satisfaction and the provision of change-related information and employee participation in change decision making.

The interview responses identified a differentiated foci for Managers and Non-managers regarding the avenues of communication that were available to them. The Managers orientation was primarily targeted at communication from Head Office with less emphasis upon communication locally, whereas Non-managers orientation was primarily targeting communication from the local unit managers, their local team, and less emphasis was placed upon communication from Head Office. This is consistent with the evidence from the literature that direct supervisors were the preferred sources of implementation-related and job-relevant information for employees during a change process (employees in this instance being non senior managers), whereas senior managers are perceived to be the source of strategic information about a change initiative (Allen et al., 2007; Tourish, et at., 2004).

6.3.5.2.2 Connectedness

Connectedness in the context of this study is expressed as the degree to which an employee feels an affiliation a) with the local organisational unit and/or b) with the wider organisation beyond their local

geographical location. For the majority of Managers and Non-managers their perceptions of Connectedness were positive and therefore had a positive impact upon their level of job satisfaction.

Wider affiliation and local affiliation were seen to co-exist at the same time for Managers and Non-managers alike. Affiliation to the local team was seen to be stronger than their affiliation with the wider organisation for both groups. However, the interview responses suggest that Connectedness was more important for the Managers than it was for the Non-managers.

Whilst wider affiliation and local affiliation were seen to co-exist at the same time, there was a stronger sense of affiliation to the wider organisation by the Managers relative to the Non-managers. Non-managers did not generally raise the issue of Connectedness with the wider organisation in a direct manner in their interviews, they were more inclined to view themselves as being less connected with the wider organisation. Thus, local affiliation was more the focus for Non-managers and thereby a more significant source of their job satisfaction. Whilst further investigation is required, the role of the Manager as distinct to the role of the Non-manager may contribute to this finding. The role of the Manager is to participate in expert working groups and networks of the wider organisation. Accordingly, this element of the Manager's role may contribute to them perceiving a degree of connectedness to the wider organisation that would not be expected of a Non-manager.

Both Managers and Non-managers placed considerable emphasis on the tangible benefits of being connected to the wider organisation, that is, a "what's in it for me?" focus. Only Managers included non-tangible benefits as part of their interview responses. The tangible benefits valued by both groups included access to greater resources; the support offered by the wider organisation; and the opportunity

to collaborate with persons outside the local team. The non-tangible benefits valued by Managers included career mobility; access to corporate financial benefits through greater purchasing power for the local organisation; and being connected to the wider organisation enabling a greater focus on matters that are important to them.

Whilst appreciating the positive benefits of Connectedness, both Managers and Non-managers identified a number of negative impacts upon their roles from being connected with a wider organisation. For Managers the negative aspects of Connectedness were perceived to be lost autonomy; lack of visibility of Head Office Executives (for the Non-managers); and centralised decision-making. For the Non-managers the negative aspects of Connectedness were mostly related to the increased bureaucracy arising from being part of the wider organisation and the financial impost this placed upon the local team, that is, a perception they are required to be more efficient so as to fund the bureaucracy.

The overall responses of both Managers and Non-managers concluded that the positive benefits of Connectedness outweighed the negative aspects.

6.3.5.2.3 Standardisation

Standardisation was generally accepted as necessary by both Managers and Non-managers alike, albeit the interview data suggests that Standardisation was more important to the Managers than it was to the Non-managers. Standardisation was accepted by both Managers and Non-managers as being deemed to be a logical extension of the existing emphasis of the local organisation upon quality of service, efficiency, technical excellence, and cost effectiveness. The interview data suggests that on this basis there is a higher probability of acceptance of the change and that Job Satisfaction will

increase as a result of Standardisation. But it should be noted there is a distinct difference between Managers and Non-managers as to their understanding of why Standardisation is necessary. Managers and Non-managers both perceived the tangible benefits to be derived from Standardisation whereas the Non-managers also emphasised the non-tangible benefits. For Managers the emphasis upon tangible benefits from Standardisation was linked to the expectation of additional resources being available to them in their role. For Non-managers their emphasis was more upon the intangible benefits that arise from the impacts of the change upon the role they are performing, for example, having improved processes and access to colleagues in the wider organisational network, that is, for personal and professional development in their role. Thus, Job Satisfaction for Managers is more likely to increase if the Managers can identify benefits, primarily tangible, flowing from Standardisation whereas, in contrast, job satisfaction for Non-managers is more likely to increase if they can perceive that Standardisation leads to both tangible and intangible benefits with the tangible benefits being derived from the perception of the changes bringing superior processes than those that currently exist, that is, that the positive impact upon their day-to-day work both outweighs the negative impact and which would lead to higher levels of Job Satisfaction. This outcome for Non-managers is consistent with the expectations from the work of Fedor et al. (2006) where it is posited that the proximal impact of the change on an individual's work will be more salient in shaping their attitude toward the change, albeit Standardisation was deemed to be less important for Non-managers relative to Managers.

For many Managers, Standardisation was viewed as beneficial, especially financially to their local organisation, and thereby was viewed as being positive. In contrast, many Non-managers perceived standardisation as not materially salient to them as it had little impact upon their personal work. When

Non-managers identified Standardisation in their interviews their response was generally either positive or neutral.

6.3.5.2.4 Customer Orientation

From the interview responses, Customer Orientation emerged as a matter of importance to both Managers and Non-managers alike. The interview data suggests that increasing the emphasis on the customer will result in an increase in job satisfaction for Managers and Non-managers. This focus on the customer, an important component of the present organisational culture, was identified frequently amongst the responses from both groups and was also a strong source of Job Satisfaction for both groups. For Managers, the greatest positive perception occurred when there was alignment between the level of commitment to customers by Head Office and the personal commitment of the Manager to customers. Negative perceptions arose when there was an absence of emphasis on the customer by Head Office. For the Non-manager the customer is at the centre of the reason for the organisation's existence with servicing the customer being the focus of why many Non-managers work in their role.

The view of "who was their customer" was different for Managers and Non-managers. The Manager's viewpoint was from a wider organisational perspective which is in contrast to the Non-managers, whose viewpoint was very much focused on a local sub-unit perspective. Despite this difference in viewpoint, the customer was at the centre of motivation for both Managers and Non-managers.

Interview responses from Managers generally demonstrated a view that Head Office places a greater emphasis on Customer Orientation than does the local manager. This perspective did not appear to have a material impact upon the Managers' level of Job Satisfaction. Non-managers on the other hand perceive the level of focus on the customer by the wider organisation is generally consistent with the

level of focus they place upon their local customer. This consistency is generally seen by Non-managers as being positive and contributes to their level of Job Satisfaction.

For some Managers, Job Satisfaction was adversely affected by their perception of losing their local unit's identity in the eyes of their customer (as a result of the change initiative). This was not an issue identified by Non-managers as their major focus was upon the service they delivered to the customer, not the customer's perception of their organisational identity.

For Managers and Non-managers, Customer Orientation was of importance but for different reasons. The tangible benefits derived from Customer Orientation were important influencers of Manager's levels of Job Satisfaction. But it was the intangible benefits of Customer Orientation that were important to Non-managers. To Managers, the tangible benefits of Customer Orientation were derived from being part of a larger organisation. For Non-managers, Customer Orientation was perceived as a generally positive influencer of their level of Job Satisfaction but on a continuum which spanned from positive influencers (for example, what brings them pride in their job) through to negative influencers (for example, perceived loss of flexibility in meeting customer needs arising from the changes that have occurred). But overall Customer Orientation is viewed by Non-managers as being a positive source of their level of Job Satisfaction.

6.3.5.2.5 Leadership

One definition of leadership has been proposed by James (2005, as cited in Appelbaum, et al. 2008) where leadership is the process of providing guidance which is carried out in order to achieve goals and to improve the organisation. The interview responses demonstrate that both Managers and Non-

managers were generally positive toward the quality of Leadership provided during the change initiative.

The interview responses from this study highlighted the existence of differing viewpoints between the two groups, Managers and Non-managers, as to who was providing the Leadership for the change. For the Manager, their interview responses were contextualised to the leadership provided by Head Office. Whereas for the Non-manager, their interview responses were contextualised to leadership provided by the local sub-unit managers. Thus, whilst both Managers and Non-managers generally viewed Leadership during the change as being positive and contributing to their Job Satisfaction, the object of these perceptions were very different. This finding is not unexpected as local sub-unit managers, in addition to Head Office managers, also play a part in providing leadership in a significant organisational change. Kotter (2007) states that leadership is not just limited to the CEO supporting the change. For a change initiative to gain sustainable momentum it is important that there is a powerful guiding coalition of senior executives and other key stakeholders that are committed to the change and who will use their position, influence, reputation, and technical expertise to support the renewal process.

The interview data suggests that effective leadership leads to increased job satisfaction irrespective of the employee's role in the organisation. However, the answer to the question "what is effective leadership?" is different for Managers and Non-managers. Managers consider effective leadership to be including others outside of Head Office in decision-making; being approachable; providing clear direction; displaying transparency; engaging staff early in the change process; engendering trust; and leadership charisma. This viewpoint is not unexpected as it is consistent with the change management literature which primarily focuses upon the manager's perceptions of leadership (Dunphy & Stace,

1993; Graetz, 2000; Kanter et al., 1992; Kotter, 2007; Peus et al., 2009; Roger, 2003, as cited in Peus et al., 2009).

For Non-managers, effective leadership is including staff in creating a team environment; empowering staff; supporting staff through participation in decision-making, that is, how the change is implemented; leading by example; and being seen to be connected with the local sub-unit/team (Head Office are seen to be distant and aloof). This perception of effective leadership by Non-managers is also consistent with the academic literature (Heifetz et al., 2004; Kanter et al., 1992; Peus et al., 2009).

In the interview responses of some Managers the Leadership provided by Head Office was viewed within the context of past change initiatives that they have experienced within the organisation. Their responses indicate that they do not blame the current leaders from Head Office for negative outcomes from the change process. Instead, they perceive the current leaders as being better than managers from the past and it is this differentiation that is important to them rather than engaging in blaming. From this finding, even though this perception cannot be argued to increase Job Satisfaction, it is nevertheless reasonable to assume that this perception does not detract from the Managers' level of Job Satisfaction.

6.3.5.2.6 Overview

The academic literature has established that positive emotions by employees are related to positive attitudes to organisational change and that affective commitment to change was positively associated with job satisfaction. For this study, job satisfaction was adopted to develop an understanding of factors that can positively influence change, noting that significant organisational change is a common occurrence in the public sector. From the interview responses, Job Satisfaction during this period of

significant organisational change was for these employees influenced by organisational communication, decision-making processes, leadership actions, the nature of the change initiative, and their affiliation with the organisation.

Job Satisfaction for both Managers and Non-managers was perceived to increase when communication was effective. The first important component of communication was to receive sufficient information about the change process, but the Managers perceived this should come from the Head Office and the Non-managers, from the local unit managers. For the Managers effective communication results from communicating the big picture at the beginning of the change process. For both the Managers and the Non-managers Job Satisfaction increased as the opportunities for actively participating in decision-making increased. In terms of leadership both the Managers and the Non-managers reported a generally positive attitude towards the leadership displayed in the organisation, but for the Managers once again this was focused upon Head Office leadership and for the Non-manager the focus was upon the local unit manager. For the Managers Job Satisfaction increased when the leaders provided clear direction and engender trust in their ability to structure the change, whereas the Non-managers felt that Job Satisfaction increased with leadership that creates a team environment and supports participation in the decision-making around the implementation of the change.

Because Standardisation, a component of the change initiative, resonated with the employees' emphasis upon quality of service, efficiency, technical excellence and cost effectiveness it was seen to increase the employees' level of Job Satisfaction. Managers perceived that Standardisation would lead to greater access to additional resources. Non-managers perceived that Standardisation would enable improvements in local processes, albeit standardisation was deemed to be less important for Non-

managers than for Managers and ultimately had less impact upon Job Satisfaction. As the change initiative kept a focus upon the customer, a valued component of the present organisational culture, this emphasis on the customer did not reduce their Job Satisfaction during the change; but rather gave support to the overall change initiative. Managers tended to emphasise the tangible benefits whilst Non-Managers also valued the intangible benefits.

Connectedness or affiliation with the organisation was perceived by both the Managers and the Non-managers as having a positive influence on their level of Job Satisfaction. The interview responses suggest that connectedness was more important for the Managers than for the Non-managers. For the Managers this connection was related to both the organisational as a whole and also the local unit in which they functioned. For the Non-managers this connectedness was most often restricted to only an affiliation with the local unit. As with Standardisation, Managers tended to emphasise the tangible benefits whilst Non-Managers also valued the intangible benefits.

6.3.6 Job Satisfaction: Impact of Hierarchical Level

This research has identified that for both the Managers and the Non-Mangers the overall level of Job Satisfaction and the mechanisms that influence Job Satisfaction were strikingly similar; something not predicted and somewhat at odds with the traditional view of their respective job roles.

The specific personal influencers of Job Satisfaction and their interrelationships between these influencers were the same for both hierarchical levels. Differences were only registered in terms of the level of these personal influencers. For the Managers', the Job Impact level was significantly higher than for the Non-managers and the Change Cynicism rating for the Managers was significantly lower than for the Non-managers. These level differences seem to resonate with their respective job roles.

This change initiative, as with many change initiatives, meant significant changes in the management structure with somewhat lesser changes in many Non-management level work place processes. Further, it is most often the role of the Managers to initiate and provide the scaffold for change initiatives, so it is expected that their rating of Change Cynicism would be lower as they are to some degree rating themselves. This aspect of their role as managers, however, would also logically predict that the managers would, during a time of significant change, rate their Self-efficacy in terms of dealing with this change initiative as significantly higher than the Non-managers. But they did not. The interview data revealed that the Non-managers focus was mostly on their 'own' local unit. These Non-managers perceived that they would be, and are capable, of dealing with the imposed local change; and thus, in this manner this significant Self-efficacy rating is linked to their job role.

Once again, the impact of the organisational process influencers, on Job Satisfaction was similar for both the Managers and the Non-managers, except that for the Managers the focus was most often upon the broad operation of the organisation whereas for the Non-managers this focus was the local unit. In each case the focus was directly related to their respective roles. Even though the focus was different, both hierarchical levels recognised the need for each to reflect upon and integrate both orientations if change initiatives were to be successful.

What, then, was driving the similarity in their respective Job Satisfaction ratings? It seems reasonable to suggest this may have been partly due to the influence of another role, a role held by both Managers and Non-managers: The common role of employees in a Public Service organisation. In terms of the introduced change, these employees perceived that it was not the Managers or even the Head Office personnel that imposed this change, rather it was imposed by bodies/personnel external to the organisation. Externally imposed changes were seen as 'part of the job' and collectively the employees

agreed that they would deal with the situation. This collective agreement, though not explicitly stated by either the Managers or the Non-managers, was implicit in their references to 'being' a Public Servant and their affiliation with the organisation. This similarity in Job Satisfaction across hierarchical levels must also, to some degree, be due to their common role of being humans and members of Australian society. This role and previous experiences related to this role, in a range of organisations, has meant that all these employees are not devoid of Change Cynicism but on the other hand also bring a measure of self-confidence to their respective roles.

Finally, concentrating on the positive, this study has identified that all these employees were coping well and registering high levels of Job Satisfaction during a period of significant change. The predicted negative attitude to the change initiative and the associated relatively low levels Job Satisfaction were not seen. Even though both Managers and Non-managers did register high Job Satisfaction levels, the Managers levels were significantly higher than those registered by the Non-managers. Their respective job roles are consistent with this difference, as the managers were more involved with the processes of the change initiative than were the Non-managers. The relatively high levels of Job Satisfaction for the Non-managers appears to contradict the notion that they are the major source of change initiative resistance, and would experience a significant lowering of Job Satisfaction during periods of organisational change. Indeed, this study would suggest it may be time to reassess such notions.

6.4 Job Satisfaction: Implications for Practice

As noted previously in the literature review, research studies suggest that increased levels of employee job satisfaction are linked to more effective employees, less absenteeism, greater goal congruence, employees that are less likely to leave, employees that are more likely to display loyalty to the

organisation, and be more satisfied with their lives overall (Amiot et al., 2006; Audenaert et al., 2018; Lund, 2003).

In many respects, the findings from this study are consistent with results from previous research studies published in the academic literature. However, contrary to the findings in the academic literature that executives and directors are more likely to be positive toward an organisational change initiative than would be lower level managers and employees the findings from this study did not support this expectation. Positivity for both Managers and Non-managers, as measured through their level of Job Satisfaction, was high during this time of significant organisational change. The level of Job Satisfaction was significantly higher for the Manager compared to the Non-manager. However, the high level of Non-manager Job Satisfaction was not expected.

This study's findings data suggests that Job Satisfaction can be improved if, before embarking upon a change initiative and/or during this period of significant change, managers address the following personal and organisational factors.

In this study the most significant personal influencer of Job Satisfaction was Self-efficacy. Self-efficacy and thus Job Satisfaction then, can be increased by:

> Managers affirming the employees for previous change initiatives, for successful implementation of elements of the change initiative during the current change, and for success when the change initiative is completed (Self-efficacy).

The study data indicated that Change Turbulence negatively influenced job satisfaction through the mediating variable Self-Efficacy. Job satisfaction then can be increased by:

> Managers considering limiting the number of change programs (Change Turbulence) both before and during a change initiative, as by so doing, limiting the effect of Change Turbulence upon employees' Self-efficacy in the change context.

The study identified that Situation Attribution, the view that change initiative issues are due to factors outside the control of the employees, mitigated against the negative impact of Change Cynicism, the view that change initiative issues are due to change leaders' incompetence, on Job satisfaction. Job Satisfaction then, can be increased by:

> Managers encouraging employees to place greater focus upon unforeseen events or forces beyond the control of those responsible for carrying out the change (Situation Attribution) rather than employees focusing on the negative perception of the leaders of the change initiative (Change Cynicism) when difficulties arise during the implementation of the change initiative.

For most of the participants in this study Change Cynicism was rated as low or very low. Even though both the Managers and Non-managers registered low Change Cynicism ratings, the ratings registered by the Managers was significantly lower than Non-managers. All of the participants, registered some degree of cynicism about this change initiative. The present change initiative, however, also provides an opportunity to alter employee levels of cynicism. This cynicism can be decreased or increased by the actions of managers throughout the change process. Job satisfaction then, can be increased if:

> Managers accept that employee Change Cynicism is present in all employees during change initiatives, but endeavour to frequently highlight and celebrate small change initiative successes throughout the change process.

Effective leadership was considered by the employees in this study to have a strong influence on Job Satisfaction. In particular, leadership that provided structures that enabled the employees' voice, with respect to the change initiative, to be presented and heard. Job satisfaction then, can be increased by:

> Managers providing opportunities for employees to discuss and reflect on the change initiative, followed by the transfer of the employees' voice to the appropriate leaders/authorities. For Managers, the reference to leaders was most often a reference to Head Office whereas for Non-managers the reference to leaders was most often a reference to local unit managers.

The potential for employee participation in the decision-making throughout the change initiative, was linked to increases in Job Satisfaction. If management facilitates this process employees become active participants in the change initiative itself. Employees also become part of the 'they' when blame is apportioned if the change fails. By actively including employees' in the change process, there is no one else for the employee to blame, ergo, employees are less likely to blame others for the failure of the change. Job Satisfaction then, can be increased by:

> Managers providing opportunities for the employees to have input into the decision-making process throughout the change process. Noting that for the Managers' this participation in decision-making was most often linked to the Head Office whereas for the Non-managers it was most often linked to the local unit managers.

The public service employees in this study indicated that appropriate communication relative to the change initiative, both initial and on-going, positively impacted their Job Satisfaction. Job Satisfaction then, can be increased by:

> Head Office managers communicating the big picture of the change to Managers early in the change process, and for the Non-managers to be provided with on-going information relating to the impact of the change initiative on their day-to-day role.

From this study, the Standardisation orientation - the emphasis upon the equity of quality of service, efficiency of delivery, and enhancement of both technical excellence and cost effectiveness across different geographically located units - of this change initiative was perceived to be positively

associated with Job Satisfaction. This orientation of the initiative resonated well with the employees in that they perceived that any change should add to, and be logically consistent with, the existing emphasis upon quality of service, efficiency of delivery, and/or enhance both technical excellence and cost effectiveness of their respective work units. Job Satisfaction then, can be increased by:

> Managers ensuring that the change initiative also accesses the employees' understanding and interpretation of the work orientation of the respective work units. The Manager's emphasis was upon efficiency and cost effectiveness whilst for the Non-managers the emphasis was upon the quality of service and technical excellence.

The change initiative, implemented in this study, also accessed one of the major platforms of the organisation's culture: customer orientation. The participants in the study identified that this customer focus added to their Job Satisfaction and somewhat countered the difficult aspects of their job during a time of significant organisational change. Many Managers and Non-managers viewed maintaining and indeed enhancing a focus on customers as being very important, as service to the customer is central to the reason why the organisation exists. Some elements of the structural change associated with the change initiative, however, had also negatively impacted some Manager's level of job satisfaction. For some Managers there was a perceived loss of flexibility in meeting their customer's needs, arising from the change. Job Satisfaction then, can be increased by:

> Managers accessing elements of the present organisational culture in their change initiative. The degree of customer focus was stronger for the Non-managers than it was for the Managers, noting the customer focus for Non-managers was very strong and therefore there was considerable support for the change initiative.

Finally, from this study Job Satisfaction was perceived by the employees to be positively associated with their level of connectedness, or positive affiliation, with the organisation. For the Managers,

connectedness is interpreted in terms of both the wider organisation and the local geographical unit, whereas for the Non-manager connectedness was overwhelmingly linked to their perception of their affiliation with their local unit. This affiliation, the data suggests, generated a view by both the Managers and the Non-managers that most often the positive benefits of the change initiative outweigh the negative aspects. Job Satisfaction then, can be increased by:

> Managers exploring what generates this connectedness to the organisation prior to and during times of significant organisational change because this connectedness has the potential to increase Job Satisfaction.

In summary, as identified in this study from the analysis of personal data, the factors having the strongest relationships with Job Satisfaction appear to be the degree to which the employee feels personally able to summon the motivation and cognitive resources to deal with the change (Self-efficacy); have reduced negative attitude to change by means of perceiving that the outcome of the change initiative was independent of the employee's actions (Change Cynicism); and is able to attribute the failure of a change initiative to unforeseen events or forces beyond the control of those responsible for carrying out the change (Situation Attribution). From the organisational process perspective, the research data identified five factors influencing job satisfaction during this period of significant change: Communication; Connectedness; Standardisation; Customer Orientation; and Leadership. Job Satisfaction, during a period of significant change, can then be increased if managers address these personal and organisational factors; simultaneously being cognisant that the operationalising of these factors is a function of the hierarchical level of the employees.

6.5 Limitations and Future Research Opportunities

This study has provided insights into the factors that influence employee attitudes to change in an Australian public sector service organisation during a period of significant organisational change, especially in regard to how these factors influence the employees' level of job satisfaction.

Yet, despite these insights there are further opportunities to improve the study as the data used were taken from one segment, of one government organisation, in a single jurisdiction. The research could be enhanced if the study had been conducted across a broader cross-section of government departments and in multiple government jurisdictions. The study is limited to a specific, though large segment of the organisation in a single government jurisdiction and would therefore benefit from surveying the whole organisation to assess whether the findings from this study have applicability in other parts of the organisation, and whether the study is representative of the wider organisation.

The study was undertaken at a single point in time whilst organisational change was underway. The data in this study is also cross-sectional and therefore the directional relationship is determined by the timing of data collection. It is not known whether the timing of the data collection was a 'good time' or a 'bad time' in the change process. A longitudinal study would therefore be of benefit to confirm whether or not the findings of this research change across time; whether or not the change that was introduced is sustainable; and what factors contributed to the sustainability of the change, or otherwise.

Relative to the number of employees in the target organisation, the survey cohort was small and may not be representative of employee attitudes across the whole organisation. The results of the study would benefit from a larger sample size.

The findings of this study suggest that for Managers and for Non-managers, 61percent and 67 percent respectively of the variance in Job Satisfaction is not accounted for in the personal factors model. From the organisational model a number of organisational factors were identified that impacted Job Satisfaction. Further exploration of influencers of Job Satisfaction in other public organisations is needed to test the applicability of those influencers across contexts.

Connectedness was found to be one of the key influencers of employee Job Satisfaction. However, a limitation of this study is that the identification of connectedness as an influencer of employee Job Satisfaction did not provide any specific insight into the driver of that connectedness. For those involved in future change initiatives there is an opportunity to gain a greater insight into what generates employee connectedness during times of significant organisational change. Understanding the drivers of employee connectedness by those designing and implementing change has the potential to increase Job Satisfaction.

6.6 Concluding Comments

This research study contributes to the literature on change by exploring the perspectives of both Managers and Non-managers with a particular emphasis on how employees' roles influences their level of job satisfaction during a period of significant organisational change. The research study is unique in that it simultaneously explored the influencers of the attitudes to change of employees engaged in service delivery in an Australian public sector organisation, and the impact of organisational practices on employees during a period of significant organisational change. The study adopts a positive orientation through the outcome factor of employee levels of job satisfaction.

In this study, Job Satisfaction was found to be relatively high. It was found that it was influenced by both personal factors and organisational factors, and the interrelationships between these factors. Job Satisfaction for employees in both Manager and Non-manager roles were influenced in a similar manner, but there are differences especially in the magnitude and focus of some of the factors. In particular, there were differences in the 'whole of organisation' emphasis of Managers versus the 'local unit' emphasis of Non-managers. The findings from this study have the potential to increase the effectiveness of future change initiatives in the Australian public service organisations.

REFERENCES

Akaike, H. (1987). Factor analysis and AIC. *Psychometrika, 52*(3), 317-33.

Albrecht, S.L., & Marty, A. (2017). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management,* 1-25.

Allen, J.A., Jimmieson, N.L., Bordia, P., & Irmer, B.E. (2007). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management 7*(2), 187-210.

Amiot, C.E., Terry, D.J., Jimmieson, N.L., & Callan, V.J. (2006). A longitudinal investigation of coping processes during a merger: Implications for job satisfaction and organisational identification. *Journal of Management, 32*(4), 552-574.

Andersson, L. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations, 49*(11), 1395-1418.

Anttila, T., Oinas, T.S., & Mustosmaki, A. (2019). Towards formalisation: The organisation of work in the public and private sectors in Nordic countries. *Acta Sociologica, 62*(3), 315-333.

Appelbaum, S.H., Berke, J., Taylor, J., & Vazquez, J.A. (2008). The role of leadership during large scale organizational transitions: Lessons from six empirical studies. *Journal of American Academy of Business, 13(*1), 16-24.

Armenakis, A.A., & Bedeian, A.G. (1999). Organisational change: A review of theory and research in the 1990's. (Yearly Review of Management). *Journal of Management, 25*(3), 293-315.

Armenakis, A.A., & Harris, S.G. (2002). Crafting a change message to create transformational readiness. *Journal of Organizational Change Management 15*(2), 169-183.

Armstrong-Stassen, M. (1998). The effect of gender and organisational level on how survivors appraise and cope with organizational downsizing. *The Journal of Applied Behavioral Science 34*(2), 125-142.

Audenaert, M., Carette, P., Shore, L.M., Lange, T., Van Waeyenberg, T., & Decramer, A. (2018). Leader-employee congruence of expected contributions in the employee-organization relationship. *The Leadership Quarterly, 29*(3), 414-422.

Avey, J.B., Wernsing, T.S., & Luthans, F. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. *Journal of Applied Behavioural Science, 44(1),* 48-70.

Barbaranellia, C., Fidaa, R., Pacielloc, M., & Tramontano, C. (2018). 'Possunt, quia posse videntur': They can because they think they can. Development and validation of the work self-efficacy scale: Evidence from two studies. *Journal of Vocational Behavior, 106*, 249-269.

Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology, 51,* 1173-1182.

Barton, L., & Ambrosini, V. (2013). The moderating effect of organizational change cynicism on middle manager strategy commitment. *The International Journal of Human Resource Management, 24*(4), 721-746.

Beer, M., & Eisenstat, R.A. (2000). The silent killers of strategy implementation and learning. *Sloan Management Review, 41*(4), 29-41.

Beer, M., Eisenstat, R.A., & Spector, B. (1990). Why change programs don't produce change. *Harvard Business Review,* 158-166.

Bennett, D.A. (2001). How can I deal with missing data in my study? *Australian and New Zealand Journal of Public Health, 25*(5), 464-469.

Bentler, P. (1990). Comparative fit indices in structural models. *Psychological Bulletin, 107*(2), 238-246.

Bordia, P., Hobman, E., Jones, E., Gallois, C., & Callan, V.J. (2004). Uncertainty during organizational change: Types, consequences, and management strategies. *Journal of Business and Psychology,18*(4), 507-532.

Bordia, P., Restubog, S., Jimmieson, N.L., & Irmer, B.E. (2011). Haunted by the past: Effects of poor change management history on employee attitudes and turnover. *Group & Organization Management, 36*(2), 191-222.

Brewer, M.B., & Gardner, W. (1996). Who is this "we"? Levels of collective identity and self representation. *Journal of Personality and Social Psychology*, *71(*1), 83-93.

Bryant, M. (2006). Talking about change: Understanding employee responses through qualitative research. *Management Decisions, 44*(2), 246-258.

Caldwell, S.D., Herold, D.M., & Fedor, D.B. (2004). Toward an understanding of the relationships among organizational change, individual differences, and changes in person-environment fit: A cross-level study. *Journal of Applied Psychiatry, 89*(5), 868-882.

Carter, W.R., Nesbit, P.L., Badham, R.J., Parker, S., & Sung, L. (2018). The effects of employee engagement and self-efficacy on job performance: A longitudinal field study. *The International Journal of Human Resource Management, 29*(17), 2483-2502.

Cenciotti, R., Alessandir, G., & Borgogni, L. (2017). Psychological capital and career success over time: The mediating role of job crafting. *Journal of Leadership & Organizational Studies, 24*(3), 372-384.

Chakravarthy, B. (1997). A new strategy framework for coping with turbulence. *Sloan Management Review 38*(2), 69-93.

Chawla, A., & Kelloway, E.K. (2004). Predicting openness and commitment to change. *Leadership & Organization Development Journal, 25(6),* 485-198.

Chen, G., Gully, S.M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational* Research Methods, 4(1), 62-83.

Chinomona, E., Popoola, B.A., & Imuezerua, E. (2017). The influence of employee empowerment, ethical climate, organisational support and top management commitment on employee job satisfaction. A case of companies In the Gauteng Province of South Africa*. Journal of Applied Business Research, 33*(1), 27-42.

Christensen, L.B., Burke Johnson, R., & Turner, L.A. (2015). *Research Methods, Design, and Analysis* (12th ed.). Harlow, England: Pearson Education Limited.

Cinite, I., & Duxbury, L.E. (2018). Measuring the behavioral properties of commitment and resistance to organizational change. *The Journal of Applied Behavioral Science, 54*(2), 113-139.

Clampitt, P.G., De Kock, R.J., & Cashman, T. (2000). A strategy for communicating about uncertainty. *The Academy of Management Executive, 14*(4), 41-57.

Clack, A. (2001). What really matters in a job? Hedonic measurement using quit data. *Labour Economics, 8*, 223-242.

Cole, M.S., Carter, M.Z., & Zhang, Z. (2013). Leader–team congruence in power distance values and team effectiveness: The mediating role of procedural justice climate. *Journal of Applied Psychology 98(*6), 962-973.

Corbin, J., & Strauss, A. (2008). *Basics of Qualitative Research 3e – Techniques and Procedures for Developing Grounded Theory*. Thousand Oaks, CA: Sage Publications.

Cowley, B. (2007). Why change succeeds: An organizational self-assessment. *Organization Development Journal, 25*(2), 25-30.

Creswell, J.W. (2009). *Research design: Qualitative, quantitative, and mixed method approaches* (3rd ed.). Thousand Oaks, CA: Sage.

Creswell, J.W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research.* Boston, MA: Pearson Education.

Creswell, J.W., & Creswell, J.D. (2018). *Research design: Qualitative, quantitative and mixed methods approaches.* Thousand Oaks, CA: Sage Publications.

Creswell, J.W. (2013). *Qualitative inquiry & research design – choosing among five approaches* (3rd ed.). Thousand Oaks, CA: Sage Publications.

Creswell, J.W., & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research.* Thousand Oaks, CA: Sage.

Creswell, J.W., & Plano Clark, V.L. (2018). *Designing and conducting mixed methods research* (3rd ed). Thousand Oaks, CA: Sage Publications.

Creswell, J.W., & Creswell, J.D. (2018). *Research design: Qualitative, quantitative and mixed methods approaches* (5th ed.). London, United Kingdom: Sage Publications.

Daniels, M.A., & Greguras, G.J. (2014). Exploring the nature of power distance: Implications for micro- and macro-level theories, processes, and outcomes, *Journal of Management, 40*(5), 1202-1229.

De Clercq, D., Haq, I.U., & Azeem, M.U. (2018). Self-efficacy to spur job performance: Roles of job related anxiety and perceived workplace incivility. *Management Decision, 56*(4), 891-907.

De Vries, H., Trummers, L., & Bekkers, V. (2018). A stakeholder perspective on public sector innovation: Why position matters. *International Review of Administrative Sciences, 84*(2), 269-287.

Demerouti, E., Bakker, A.B., & Gevers, J.M.P. (2015). Job crafting and extra-role behavior: The role of work engagement and flourishing. *Journal of Vocational Behavior, 91,* 87-96.

Dent, E.B., & Galloway Goldberg, S. (1999). Challenging "resistance to change". *The Journal of Applied Behavioral Science, 35(*1), 25-41.

DiFonzo, N., & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organisational change. *Human Resource Management, 37*(3-4), 295-303.

Dolbier, C., Webster, J., McCalister, K., Mallon, M. & Steinhardt, M. (2005). Reliability and Validity of a single-item measure of job satisfaction. *American Journal of Health Promotion, 19*(3), 194-198.

Dong, Y., & Peng, C.Y.J. (2013). Principled missing data methods for researchers. *SpringerPlus*, 2.

Dunphy, D.C., & Stace, D.A. (1993). The strategic management of corporate change. *Human Relations, 46*(8), 905-920.

Ebbers, J.J., & Wijnberg, N.M. (2017). Betwixt and between: Role conflict, role ambiguity and role definition in project-based dual-leadership structures. *Human Relations, 70*(11), 1342-1365.

Elving, W.J.L. (2005). The role of communication in organisational change. *Corporate Communications, 10*(2), 129-138.

Erwin, D.G., & Garman, A.N. (2010). Resistance to organizational change: Linking research and practice. *Leadership & Organization Development Journal, 31*(1), 39-56.

Fedor, D.B., Caldwell, S., & Herold, D.M. (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel Psychology, 59*(1), 1-29.

Field, A.P. (2018). *Discovering statistics using IBM SPSS statistics*. Thousand Oaks, CA: Sage.

Frahm, J., & Brown, K. (2007). First steps: Linking change communication to change receptivity. *Journal of Organizational Change Management, 20(*3), 370-387.

Gjerde, S., & Ladegard, G. (2019). Leader role crafting and the functions of leader role identities. *Journal of Leadership & Organizational Studies, 26*(1), 44-59.

Goodman, J., & Truss, C. (2004). The medium and the message: Communicating effectively during a major change initiative. *Journal of Change Management, 4*(3), 217-228.

Glaser, B. (1992). *Basics of grounded theory: Emergence vs. Forcing*. Mill Valley, CA: Sociology Press.

Glaser, J.E. (2005). Making changes. *Leadership Excellence, 22*(9), 7-8.

Glaser, B., & Strauss, A. (1967). *The discovery of grounded theory.* IL: Aldine.

Graetz, F. (2000). Strategic change leadership. *Management Decision, 38*(8), 550-562.

Gryskiewicz, S.S. (2005). Leading renewal: The value of positive turbulence*. Leadership in Action, 25*(1), 8-12.

Gustafson, L.T., & Reger, R.K. (1995). Using organisational Identity to achieve stability and change in high velocity environments. *Academy of Management Journal*, 464-468.

Guttman, H.M. (2008). Overcome resistance. *Leadership Excellence, 25*(5), 11.

Hannah, S.T., Shaubroeck, J.M., & Peng, A.C. (2016). Transforming followers' value internalization and role self-efficacy: Dual processes promoting performance and peer norm-enforcement. *Journal of Applied Psychology, 101*(2), 252-266.

Hakanen, J., Seppala, P., & Peeters, M. (2017). High job demands, still engaged and not burned out ? The role of job crafting. *International Journal of Behavioral Medicine, 24,* 619-627.

Hassard, J., McCann, L., & Morris, J. (2009). *Managing in the modern corporation: The intensification of managerial work in the USA, UK and Japan.* Cambridge: Cambridge University Press.

Heifetz, R.A., Kania, J.V., & Kramer, M.R. (2004). Leading boldly. *Stanford Social Innovation Review, 2(3)*, 21-31.

Herold, D. M., Fedor, D.B., & Caldwell, S.D. (2007). Beyond change management: A multilevel investigation of contextual and personal influences on employees' commitment to change. *Journal of Applied Psychiatry, 92*(4), 942-951.

Herold, D.M., Fedor, B.D., Caldwell, S.D., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to change: A multilevel study. *Journal of Applied Psychology, 2,* 346-357.

Heyden, M.L.M., Fourne, S.P.L., Koene, B.A.S, Ansari, S., & Werkman, R. (2017). Rethinking 'top-down' and 'bottom-up' roles of top and middle managers in organizational change: Implications for employee support. *The Journal of Management Studies, 54*(17), 961-985.

Husain, Z. (2013). Effective communication brings successful organisational change. *The Business and Management Review, 3*(2), 43-50.

Ho, R. (2014). *Handbook of univariate and multivariate data analysis with IBM SPSS*. (2nd ed.). New York, NY: Taylor & Francis.

Hoag, B.G., Ritschard, H.V., & Cooper, C.L. (2002). Obstacles to effective organizational change: The underlying reasons. *Leadership & Organization Development Journal, 23(*1/2), 6-15.

Hooper, D., Coughlan, J., & Mullen, M.R. (2008). Structural equation modelling: Guidelines for determining model fit. *The Electronic Journal of Business Research Methods, 6*(1), 53-60.

Hutcheson, G., & Sofroniou, N. (1999). *The multivariate social scientist*. London, England: Sage.

Hu, L., & Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modelling: A Multidisciplinary Journal, 6*(1), 1-55.

Huy, Q. N. (2001). In praise of middle managers. *Harvard Business Review, 79* (8), 72-81.

Iacobucci, D. (2009). Structural equation modelling: Fit indices, sample size, and advanced topics. *Journal of Consumer Psychology, 20*, 90-98.

Jacobs, G., & Keegan, A. (2018). Ethical considerations and change recipients' reactions: 'It's not all about me'. *Journal of Business Ethics, 152*, 73-90.

James, W. (2005). The impact of corporatisation and national competition policy: An exploratory study of organisational leadership style. *Leadership and Organisation Development Journal, 26*(4), 289-309.

Jimmieson, N.L., Terry, D.J., & Callan, V.J. (2004). A longitudinal study of employee adaptation to organizational change: The role of change-related information and change-related self-efficacy. *Journal of Occupational Health Psychology, 9(1),* 11-27.

Joreskog, K., & Sorbom, D. (1993). *LISREL 8: Users reference guide.* Chicago, IL: Scientific International.

Johnson, R., & Christensen, L. (2014). Educational research: Quantitative, qualitative, and mixed approaches. Thousand Oaks, CA: Sage.

Jones, R., & Noble, G. (2007). Grounded theory and management research: A lack of integrity?. *Qualitative Research in Organizations and Management: An International Journal 2*(2), 84-103.

Jones, L., Watson, B., Hobman, E., Bordia, P., Gallois, C., & Callan, V.J. (2008). Employee perceptions of organizational change: Impact of hierarchical level. *Leadership & Organization Development Journal, 29*(4), 294-316.

Judge, T.A., & Bono, J.E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability - with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology, 86*(1), 80-92.

Kanter, R.M., Stein, B.A., & Jick, T.D. (1992). *The challenge of organizational change: How companies experience it and leaders guide it*. New York, NY: Free Press.

Kenny, D.A., Kashy, D.A., & Bolger, N. (1998). Data analysis in social psychology, in Gilbert, D., Fiske, S., & Lindzey, G. (Ed.), The handbook of social psychology. Boston, MA: McGraw-Hill. Kickert, W.J.M. (2014). Specificity of change management in public organizations: Conditions for successful organizational change in Dutch ministerial departments. *American Review of Public Administration, 44*(6), 693-717.

Kim, W.H., Ra, Y., Park, J.G., & Kwon, B. (2016). The role of burnout on job level, job satisfaction, and task performance. *Leadership & Organization Development Journal, 38*(5), 630-645.

Kline, R.B. (2010). *Principles and practice of structural equation modeling*, Third Edition (3rd edition). New York: The Guilford Press.

Kotter, J.P. (1996). *Leading change*. Boston: Harvard Business School.

Kotter, J.P. (2006). Transformation. *Leadership Excellence, 23*(1), 14.

Kotter, J.P. (2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 96-103.

Kotter, J.P. (2008). Sense of urgency. *Leadership Excellence, 25*(3), 10.

Lewin, K. (1947). Frontiers in group dynamics. *Human Relations, 1*, 5-41.

Lewis, L.K. (1999). Disseminating information and soliciting input during planned organisational change: Implementers' targets, sources, and channels for communicating. *Management Communication Quarterly, 13*(1), 43-75.

Lian, H., Ferris, D.L., & Brown, D.J. (2012). Does power distance exacerbate or mitigate the effects of abusive supervision? It depends on the outcome. *Journal of Applied Psychology, 97*(1), 107-123.

Lindorff, M., Worrall, L., & Cooper, C. (2011). Managers' well-being and perceptions of organizational change in the UK and Australia. *Asia Pacific Journal of Human Resources, 49(2)*, 233-254.

Liu, S., & Liao, J. (2013). Transformation leadership and speaking up: Power distance and structural distance as moderators. *Social Behavior and Personality, 41*(10), 1747-1756.

Lund, D.B. (2003). Organizational culture and job satisfaction. *The Journal of Business & Industrial Marketing, 18*(2/3), 219-236.

Luthans, B.C., & Sommer, S.M. (1999). The impact of downsizing on workplace attitudes: Differing reactions of managers and staff in a health care organization. *Group & Organization Management, 24*(1), 46-70.

Luthans, F., Avolio, B.J., Avey, J.B., & Norman, S.M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology, 60*(3), 541-572.

Martin, A.J., Jones, E.S., & Callan, V.J. (2006). Status differences in employee adjustment during organizational change. *Journal of Managerial Psychology, 21*(1/2), 145-162.

Miraglia, M., Cenciotti, R., Alessandri, G., & Borgogni, L. (2017). Translating self-efficacy in job performance over time: The role of job crafting. *Human Performance, 30*(5), 254-271.

Munck, I.M. (1979). *Model building in comparative education: Applications of LISREL method to cross-national survey data.* Stockholm: Almqvist & Wiksell International.

Nadler, D.A. (1987). The effective of organizational change management, in Lorsch, J.W. (Ed.), Handbook of organizational behavior. Englewood Cliffs, NJ: Prentice-Hall.

Nelissen, P., & Van Selm, M. (2008). Surviving organizational change: How management communication helps balance mixed feelings. *Corporate Communications, 13*(3), 306-318.

Nord, W.R., & Jermier, J.M. (1994). Overcoming resistance to resistance: Insights from a study of the shadows. *Public Administration Quarterly, 17*(4), 396-409.

Oreg, S., Vakola, M., & Armenakis, A. (2011). Change recipients' reactions to organizational change: A 60-year review of quantitative studies. *The Journal of Applied Behavioral Science, 47*(4) 461-524.

Onwuegbuzie, A.J., & Johnson, R.B. (2006). The validity issue in mixed research. In A. Tashakkori & C. Teddlie (Eds.), Mixed methods in social & behavioral research (2nd ed.). Thousand Oaks, CA: Sage.

Onwuegbuzie, A.J., & Leech, N.L. (2006). Linking research questions to mixed method data analysis procedures. *The Qualitative Report, 11*(3).

Palinkas, L., Horwitz, S., Green, C., Wisdom, J., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research, 42*(5), 533-544.

Parish, J.T., Cadwallader, S., & Busch, P. (2008). Want to, need to, ought to: Employee commitment to organizational change. *Journal of Organizational Change Management, 21*(1), 32-52.

Peccei, R., Giangreco, A., & Sebastiono, A. (2011). The role of organisational commitment in the analysis of resistance to change: Co-predictor and moderator effects. *Personnel Review, 40*(2), 185-204.

Perrot, B.E. (1996). Managing Strategic Issues in the Public Service. *Long Range Planning, 29*(3), 337-345.

Peus, C., Frey, D., Gerkhardt, M., Fischer, P., & Traut-Mattausch, E. (2009). Leading and managing organizational change initiatives. *Management Revue, 20*(2), 158-175.

Pick, D., & Teo, S.T.T. (2017). Job satisfaction of public sector middle managers in the process of NPM change. *Public Management Review, 19*(5), 705-724.

Pick, D., Teo, S.T.T., & Xerri, M. (2016). Person-organisation fit and public service motivation in the context of change. *Public Management Review, 18(5),* 740-762.

Piderit, S.K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *The Academy of Management Review, 25*(4), 783-794.

Pillai, R., & Williams, E.A. (2004). Transformational leadership, self-efficacy, group cohesiveness, commitment, and performance. *Journal of Organizational Change Management, 17*(2), 144-159.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., & Podsakoff, N.P. (2003). Common method biases in behavioural research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879-903.

Quinn, R.E. (1996). *Deep Change : Discovering the Leader within*. San Francisco, Calif.: Jossey-Bass.

Radstaak, M., & Hennes, A. (2017). Leader-member exchange fosters work engagement: The mediating role of job crafting. *SA Journal of Industrial Psychology, 43,* 1-11.

Rafiei, S., & Pourreza, A. (2013). The moderating role of power distance on the relationship between employee participation and outcome variables*. International Journal of Health Policy and Management, 1*(1), 79-83.

Rafferty, A.E., & Restubog, S.L.D. (2010). Impact of change process and context on change reactions and turnover during a merger. *Journal of Management, 36(5)*, 1309-1338.

Reichers, A.E., Wanous, J.P., & Austin, J.T. (1997). Understanding and managing cynicism about organizational change. *The Academy of Management Executive, 11*(1), 48-59.

Riketta, M., & Van Dick, R. (2005). Foci of attachment in organisations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment. *Journal of Vocational Behavior, 67*, 490-510.

Rinne, T., Steel, G.D., & Fairweather, J. (2012). Hofstede and Shane revisited: The role of power distance and individualism in national-level innovation success. *Cross-Cultural Research, 46*(2), 91-108.

Robert, C., Probst, T.M., Martocchio, J.J., Drasgow, F., & Lawler, J.J. (2000). Empowerment and continuous improvement in the United States, Mexico, Poland, and India: Predicting fit on the basis of the dimensions of power distance and individualism. *Journal of Applied Psychology, 85*(5)*,* 643-658.

Rosenbaum, D., More, A.M.E., & Steane, P. (2018). Planned organisational change management. *Journal of Organisational Change Management, 31*(2), 286-303.

Rosenberg, S., & Mosca, J. (2011). Breaking down the barriers to organizational change. *Journal of Management and Information Systems, 15*(3), 139-146.

Ruck, K., & Welch, M. (2012). Valuing internal communication; management and employee perspectives. *Public Relations Review, 38*(2), 294-302.

Schafer, J.L. (1999). Multiple imputation: A primer. *Statistical Methods in Medical Research, 8*(1), 3-15.

Schein, E.H. (1996). Three cultures of management: The key to organizational learning. *Sloan Management Review, 38(*1), 9-20.

Scott, K., & Zweig, D. (2016). Understanding and mitigating cynicism in the workplace. *Journal of Managerial Psychology, 31*(2), 552-569.

Seren, S., & Baykal, U. (2007). Relationships between change and organizational culture in hospitals. *Journal of Nursing Scholarship, 39*(2), 191-197.

Simoes, P.M.M., & Esposito, M. (2014). Improving change management: How communication nature influences resistance to change. *The Journal of Management Development, 33*(4), 324-341.

Sluss, D. M., Van Dick, R., & Thompson, B. (2011). Role theory in organisations: A relational perspective, in Zedeck, S. (Ed), *APA handbook of industrial and organisational psychology*". American Psychological Association, Volume 1.

Stanley, D.J., Meyer, J.P., & Topolnytsky, L. (2005). Employee cynicism and resistance to organizational change. *Journal of Business and Psychology, 19*(4), 429-459.

Straatmann, T., Kohnke, O., Hattrup, K., & Mueller, K. (2016). Assessing employees' reactions to organizational change: An integrative framework of change-specific and psychological factors. *The Journal of Applied Behavioral Science, 52*(3), 265-295.

Stesaker, I., & Meyer, C. (2012). Change experience and employee reactions: Developing capabilities for change. *Personnel Review, 41*(1), 106-124.

Stewart, J., & Kringas, P. (2003). Change management-strategy and values in six agencies from the Australian public service. *Public Administration Review 63*(6), 675-688.

Strauss, A.L., & Corbin, J.M. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Newbury Park, CA: Sage.

Strebel, P. (1996). Why do employees resist change?. *Harvard Business Review, 74*(3), 86-92.

Sypniewska, B.A. (2014). Evaluation of factors influencing job satisfaction. *Contemporary Economics, 8*(1), 57-72.

Tashakkori, A., & Teddlie, C. (2003). *Handbook of mixed methods in social & behavioural research.* Thousand Oaks, CA: Sage.

Tashakkori, A., & Teddlie, C. (2010). *SAGE handbook of mixed methods in social & behavioural research* (2nd ed.). Thousand Oaks, CA: Sage Publications.

Teo, S.T.T., Pick, D., Xerri, M., & Newton, C. (2016). Person-Organization fit and Public Service motivation in the context of change. *Public Management Review, 18(5),* 740-762.

Tavani, J., Botella, M. & Collange, J. (2014). Validity of a single-item measure of job satisfaction. *Pratiques Psychologiques, 19*, 125-142.

Tourish, D., Paulsen, N., Hobman, E., & Bordia, P. (2004). The downsides of downsizing: Communication processes and information needs in the aftermath of a workforce reduction strategy. *Management Communication Quarterly, 17*(4), 485-516.

Urquhart, C., Lehmann, H., & Myers, M. (2010). Putting the theory back into grounded theory: Guidelines for grounded theory studies in information systems. *Information Systems Journal, 20*(4), 357-381.

Urquhart, C. (2013). *Grounded theory for qualitative research: A practical guide*. Los Angeles, CA: Sage Publications.

Van Der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. *European Management Journal, 32*, 373-382.

Van Der Voet, J., & Van De Walle, S. (2018). How cutbacks and job satisfaction are related: The role of top-level public managers' autonomy. *Review of Public Personnel Administration, 38*(1), 5-23.

Van Wingerden, J., & Poell, R.F. (2017). Employees' perceived opportunities to craft and in-role performance: The mediating role of job crafting and work engagement. *Frontiers in Psychology, 8*, 1-9.

Vidyarthia, P.R., Anandb, S., & Lidenc, R.C. (2014). Do emotionally perceptive leaders motivate higher employee performance? The moderating role of task interdependence and power distance. *The Leadership Quarterly, 25*, 232-244.

Volpe, R.L., Mohammed, S., Hopkins, M., Shapiro, D. & Dellasega, C. (2015). The negative impact of organisational cynicism on physicians and nurses". *Health Care Manag (Frederick), 33(4),* 276-288.

Wanous, J.P., & Reichers, A.E. (1997). Overall job satisfaction: How good are single-item measures? .*Journal of Applied Psychology, 82*(2), 247-252.

Wanous, J.P., Reichers, A.E., & Austin, J.T. (2000). Cynicism about organisational change: Measurement, antecedents and correlates. *Group and Organization Management, 25*(2), 132-153.

Warr, P. & Inceoglu, I. (2012). Job engagement, job satisfaction, and Contrasting Associations with Person-job fit. *Journal of Occupational Health Psychology, 17*(2), 129-138.

Wickham, M., & Parker, M. (2007). Reconceptualising organisational role theory for contemporary organisational contexts. *Journal of Managerial Psychology, 22*(5), 440-464.

Witherspoon, P.D., & Wohlert, K.L. (1996). An approach to developing communication strategies for enhancing organizational diversity, *The Journal of Business Communication, 33*(4), 375-387.

Wood, R., & Bandura, A. (1989). Impact of conceptions of ability on self-regulatory mechanisms and complex decision-making. *Journal of Personality and Social Psychology, 56*, 407-415.

APPENDICES

Appendix 1: Survey Information Statement and Survey Instrument

Faculty of Business and
Information Technology

Date:

You are invited to be part of a study entitled, "Organisational change: Towards an understanding of employee attitudes to change. A multi-level study across time in a public sector service organisation." This research is being conducted by Philip West, a PhD student at Avondale College and an employee of the [*the organisation*].

Approval to conduct the research project has been obtained from your employer.

Why is this research being done?
This research seeks to enhance knowledge and understanding of employee attitudes to organisational change in the Australian context and to assist [*the organisation*] in improving the design and implementation of any future change initiatives.

Who can participate in this research?
All employees of [*the organisation*] that are affected by significant change are eligible to participate in the research project.

What choice do you have?
Participation in this research is entirely your choice.

What would you be asked to do?
You will be asked to complete a short anonymous questionnaire. It is estimated the questionnaire will only take about 15 minutes to complete.

You may also choose to participate in a short personal interview. Participation in the interview process is voluntary. Interviews are expected to be of 15 minutes duration. All interview responses will remain confidential.

Only a limited number of interviews will be undertaken. It is expected that interviews will be undertaken during the week following completion of the questionnaire.

Permission to undertake this research survey has been provided by your employer.

The survey will be conducted at your place of employment, during work hours at a time to be mutually agreed between your employer, yourself and the researcher.

What are the risks and benefits of participating?
I am not aware of any risks of participating in the study. I believe analysing your responses will assist [*the organisation*] to improve their change management processes for the future.

How will your privacy be protected?
Whilst I expect to quote from the interviews and questionnaires responses, I will not be able to identify the individual people whose views are presented in the responses.

Only the researcher and assistants will sight your completed questionnaire. Your employer will not sight nor have access to individual questionnaires. The researcher will not have access to your personal information except where this information has been explicitly provided by you.

Strict confidentiality will be maintained for people participating in the interviews.

Only minimal demographic data will be collected. Any information which might identify participants will not be disclosed without their prior explicit consent.

Only the researcher and assistants will have access to the questionnaires and interview tapes and transcripts. These will be kept in a locked safe and not open to public review.

How will the information collected be used?
Information from the questionnaires and interviews will be transcribed and entered into various software packages for analysis in order to understand the attitudes of participants to the change initiative.

It will be used, in a de-identified manner, to support the completion of the researcher's PhD degree and may also be used to support presentations at conferences and articles in publications.

What do I need to do to participate?
Please read this Information Statement and be sure you understand its contents before you consent to participate. Return of a completed questionnaire will signify your consent to participate in the questionnaire component of the study.

Completed survey forms should be mailed in the attached reply-paid envelope to:

Luba Calculli
Faculty of Business and Information Technology
Avondale College,
PO Box19,
Cooranbong, NSW, 2265

If there is anything you are unsure of or do not understand you can direct your questions to the researcher.
.

Questions
If you have any further questions please do not hesitate to speak with the researcher.

This research project has been approved by the Avondale College Human Research Ethics Committee (HREC). Avondale College requires that all participants are informed that if they have any complaint concerning the manner in which a research project is conducted it may be given to the researcher, or if an independent person is preferred, to the College's HREC Secretary, Avondale College, PO Box19, Cooranbong, NSW, 2265 or phone (02) 4980 2121 or fax (02) 4980 2117 or email: **research.ethics@avondale.edu.au**

Quantitative Data Collection - Survey Instrument

QUESTIONNAIRE

This questionnaire is part of a PhD thesis research project investigating organisational change. The aim of this research project is to develop a better understanding of employee attitudes and perceptions of change as a means of improving processes for the successful introduction of change.

All information gathered will be treated as confidential. The information will only be used for the purposes of the study. Publication of aggregated results of the study may ensue.

Completed questionnaires will not be seen by your employer and the researcher will not be able to identify individual respondents. Returning the questionnaire indicates consent to participate in this study; that you have read and understand the Information Statement provided; that you understand that participation in the questionnaire is voluntary/optional and you can withdraw from the research at any time.

There are no right or wrong answers. The survey simply seeks to identify your attitudes to change.

When completing the survey, your first impression to each question is usually the best answer.

Thank you for your participation.

Demographic Information

1. Gender
   ☐ Male ☐ Female
2. Age group
   ☐ Under 19 ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50-59 ☐ 60 and over
3. Employment Classification
   ☐ Executive ☐ Manager/Supervisor/Team Leader ☐ Non Manager/Supervisor/Team Leader
4. Employment status
   ☐ Full-time ☐ Part time/Casual ☐ Contractor/Temp ☐ Other

Change Perspectives

The survey questions, within the context of your Service, seek your response as to how much do you agree with the following statements in the survey.

For each question, circle one number:

1 Strongly disagree	4 Slightly agree
2 Disagree	5 Agree
3 Slightly disagree	6 Strongly agree

Please answer every question

- If you do not know or are unsure, go with your first impression
- It is important not to leave any questions blank

1 Strongly disagree, **2** Disagree, **3** Slightly disagree, **4** Slightly agree, **5** Agree, **6** Strongly agree

1.	This change suffered from too many other distractions	1	2	3	4	5	6
2.	Attempts to make things better around here will not produce good results	1	2	3	4	5	6
3.	When facing difficult changes I am certain that I can deal with them	1	2	3	4	5	6
4.	As a result of this change, my job responsibilities have changed	1	2	3	4	5	6
5.	Suggestions on how to solve problems will not produce much real change	1	2	3	4	5	6
6.	As a result of this change, I am expected to do more work than I used to	1	2	3	4	5	6
7.	I am able to successfully overcome the challenges of change	1	2	3	4	5	6
8.	The people responsible for solving problems around here do not try hard enough to solve them	1	2	3	4	5	6
9.	In general, I think that I can achieve change outcomes that are important to me	1	2	3	4	5	6
10.	The people responsible for fixing problems around here do not have the resources they need to get the job done	1	2	3	4	5	6
11.	The people responsible for making things better around here do not care enough about their jobs	1	2	3	4	5	6
12.	I will be able to achieve most of the change goals that I have set for myself	1	2	3	4	5	6
13.	The people responsible for making changes here do not have the skills needed to do their jobs	1	2	3	4	5	6
14.	Most of the programs that are supposed to solve problems around here will not do much good	1	2	3	4	5	6
15.	The people responsible for fixing problems around here cannot really be blamed if things do not improve	1	2	3	4	5	6
16.	The people responsible for fixing problems around here do not get the cooperation they need from others	1	2	3	4	5	6
17.	At this point of time I have job satisfaction	1	2	3	4	5	6
18.	As a result of this change, the nature of my work has changed	1	2	3	4	5	6
19.	Plans for future improvement will not amount to much	1	2	3	4	5	6
20.	As a result of this change, I find greater demands placed upon me at work	1	2	3	4	5	6
21.	This change occurred during a turbulent time for our work unit	1	2	3	4	5	6
22.	We were still trying to digest earlier changes when we embarked on this one	1	2	3	4	5	6
23.	The people responsible for making improvements do not know enough about what they are doing	1	2	3	4	5	6
24.	This change would have been easier if we were not already dealing with a number of other changes	1	2	3	4	5	6
25.	I believe I can deal with most any change to which I set my mind	1	2	3	4	5	6
26.	The people responsible for fixing problems around here are overloaded with too many job responsibilities	1	2	3	4	5	6
27.	I am confident that I can perform effectively on the tasks that this change requires	1	2	3	4	5	6

Appendix 2: Sources used as the Basis for the Quantitative Survey Instrument

Questions from Wanous, Reichers, and Austin (2000):

No.	Question	Attribution	Survey Question
1	Most of the programs that are supposed to solve problems around here will not do much good	Pessimism	14
2	Attempts to make things better around here will not produce good results	Pessimism	2
3	Suggestions on how to solve problems will not produce much real change	Pessimism	5
4	Plans for future improvement will not amount to much	Pessimism	19
5	The people responsible for solving problems around here do not try hard enough to solve them	Dispositional Attribution	8
6	The people responsible for making things better around here do not care enough about their jobs	Dispositional Attribution	11
7	The people responsible for making improvements do not know enough about what they are doing	Dispositional Attribution	23
8	The people responsible for making changes here do not have the skills needed to do their jobs	Dispositional Attribution	13
9	The people responsible for fixing problems around here cannot really be blamed if things do not improve	Situation Attribution	15
10	The people responsible for fixing problems around here are overloaded with too many job responsibilities	Situation Attribution	26
11	The people responsible for fixing problems around here do not have the resources they need to get the job done	Situation Attribution	10
12	The people responsible for fixing problems around here do not get the cooperation they need from others	Situation Attribution	16

Questions from Fedor, Caldwell and Herold (2006):

No.	Question	Attribution	Survey Question
13	As a result of this change, the nature of my work has changed	Personal job impact	18
14	As a result of this change, I find greater demands placed upon me at work	Personal job impact	20
15	As a result of this change, my job responsibilities have changed	Personal job impact	4
16	As a result of this change, I am expected to do more work than I used to	Personal job impact	6

Questions from Herold, Fedor, and Caldwell (2007):

17	This change occurred during a turbulent time for our work unit	Change turbulence	21
18	This change suffered from too many other distractions	Change turbulence	1
19	We were still trying to digest earlier changes when we embarked on this one	Change turbulence	22
20	This change would have been easier if we were not already dealing with a number of other changes	Change turbulence	24

Questions from modified Chen, Gully and Eden (2001) and modified Fedor, Caldwell, and Herold (2006):

No.	Question	Attribution	Survey Question
21	I am able to successfully overcome the challenges of change	Self-efficacy	7
22	When facing difficult changes I am certain that I can deal with them	Self-efficacy	3
23	I believe I can deal with most any change to which I set my mind	Self-efficacy	25
24	I will be able to achieve most of the change goals that I have set for myself	Self-efficacy	12
25	In general, I think that I can achieve change outcomes that are important to me	Self-efficacy	9
26	I am confident that I can perform effectively on the tasks that this change requires	Self-efficacy	27

Additional question:

No.	Question	Attribution	Survey Question
27	At this point of time I have job satisfaction	Job satisfaction	17

Appendix 3: Consent to Participate in Interviews

Research study entitled "Organisational change: Towards an understanding of employee attitudes to change. A multi-level study across time in a public sector service organisation".

I have read and understand the Information Statement provided and I understand that my responses to the interview questions will remain confidential and will only be used for the purposes of the research study.

I consent to the interview being audio taped.

Further, I acknowledge my participation is wholly voluntary and I have been advised that I may withdraw from the research without penalty at any time.

I the undersigned consent to participate in the interview process for the research project study entitled "Organisational change: Towards an understanding of employee attitudes to change. A multi-level study across time in a public sector service organisation".

Signature _____

Signed on _____

Name: _____

Contact details:

Email: _____

Phone: _____ (work)

_____ (mobile)

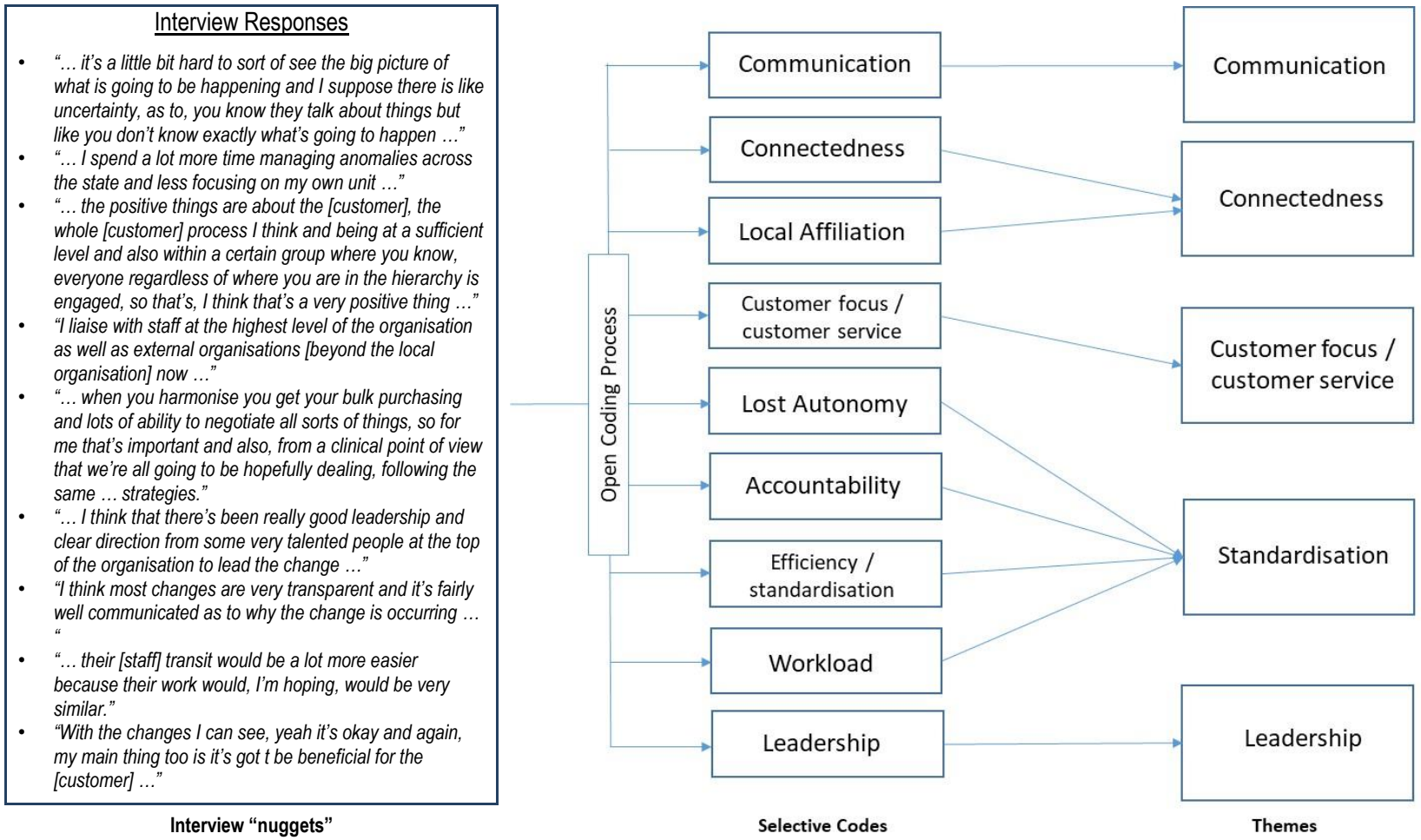
Appendix 4: Interview Instrument

QUALITATIVE DATA COLLECTION QESTIONS

1. How has your job changed since the start of the changes?
2. How have you influenced these changes generally, and also how have you influenced changes in your own work ?
3. What do you think is positive and what is not so positive about the change that has occurred ?
4. What do you think is positive and what is not so positive about the change process itself ?
5. What has made your job satisfying during the changes that have been occurring ?
6. What do you think is the source of your level of job satisfaction ?
7. What do you think worked well and what do you think did not work well in past change programs in which you have been involved ?

Appendix 5: Qualitative Coding Process Overview & Key Phrases from Interviews

Overview of the Coding Process



Summary of Key Phrases / Responses from Interviews

Interview #: 1

Gender: Male
Age Group: 40-49

Question / Key Phrases
How has your job changed since the start of the changes? Business as usual, no impact Communication not absorbed Strong local affiliation
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Empathy for senior management Apathy of rank and file staff Business as usual
What do you think is positive and what is not so positive about the change that has occurred ? Perception that management are addressing strategic issues Future focused Ability to embrace change Support for management efforts to effect change
What do you think is positive and what is not so positive about the change process itself ? The process of arriving at consensus has been problematic

What has made your job satisfying during the changes that have been occurring ? Self reliant, no impact on job satisfaction
What do you think is the source of your level of job satisfaction ? Passion for the job - providing leadership and interacting with staff
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Communication is important

Interview #: **2**

Gender: Female
Age Group: 50-59

Question / Key Phrases
How has your job changed since the start of the changes? Communication is good, top down Bigger organisation Bigger staff network
How have you influenced these changes generally, and also how have you influenced changes in your own work ? More connected - more interaction
What do you think is positive and what is not so positive about the change that has occurred ? Standardisation /consistency is viewed as positive
What do you think is positive and what is not so positive about the change process itself ? Cohesiveness is valued The pace of change could be faster
What has made your job satisfying during the changes that have been occurring ? Pride in meeting expectations / standards People are connected

What do you think is the source of your level of job satisfaction ? Feeling like you've made a contribution
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Good communication is important Early communication makes a difference Communication in past change experience has been poor

Interview #: **3**

Gender: Female
Age Group: 50-59

Question / Key Phrases
How has your job changed since the start of the changes? Increased connectedness Diversity increased
How have you influenced these changes generally, and also how have you influenced changes in your own work ? No direct influence over changes
What do you think is positive and what is not so positive about the change that has occurred ? Standardisation /consistency is viewed as positive Good leadership has been important Lack of time to get things done, eg reports, to increase accountability / transparency Barriers exist between internal entities
What do you think is positive and what is not so positive about the change process itself ? Lack of connection with the bigger picture Parochialism Increased workload and responsibility has created angst

What has made your job satisfying during the changes that have been occurring ? Seeing outcomes delivered is positive Personal ownership leads to satisfaction
What do you think is the source of your level of job satisfaction ? Team support Connectedness with local team Team affiliation
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Customer (ie patient) at the centre works well Good leadership has been important Recognition of individuals is good

Interview #: 4

Gender: Female
Age Group: 40-49

Question / Key Phrases
How has your job changed since the start of the changes? Busier Imposed change Focused on the benefits of change
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Embrace change and influence it Don't resist change Local affiliation Supportive of change
What do you think is positive and what is not so positive about the change that has occurred ? Being connected brings more support Communication could be better Want to be part of the vision or plan that affects their future
What do you think is positive and what is not so positive about the change process itself ?

What has made your job satisfying during the changes that have been occurring ? Access to more resources and technology
What do you think is the source of your level of job satisfaction ? No longer in a box (silo) Change imposed Acceptance of change is linked to ability to see the benefit
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Good leadership and high levels of support have resulted in good outcomes in the past

Interview #: 5

Gender: Female
Age Group: 50-59

Question / Key Phrases
How has your job changed since the start of the changes? Understanding brings acceptance Increased accountability is a positive thing Encouraged to have a broader vision of the organisation Sharing the vision Communication Sustained change over the past 5 years
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Being involved in decisions / meetings helps to influence change Communication 1:1 and 1:many Create a unified vision of direction
What do you think is positive and what is not so positive about the change that has occurred ? Communication is good from Executive, but could be better Anxiety about the future weighs on people's minds

What do you think is positive and what is not so positive about the change process itself ? Understanding of why the change is needed is important to staff Communicating the reason for change has been good
What has made your job satisfying during the changes that have been occurring ? Ready access to information (eg via web site) on technical issues is seen as a significant benefit
What do you think is the source of your level of job satisfaction ? Affiliation with the local team is supports a strong sense of satisfaction Focus on the patient (ie the customer) brings satisfaction - personally and knowing the team shares the same perspective
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Info systems change was poorly managed in the past Local issues not understood or addressed Vanilla process in the past, ie one size fits all Change was disconnected from local need

Interview #: 6

Gender: Female
Age Group: 40-49

Question / Key Phrases
How has your job changed since the start of the changes? No change
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Decisions are made at the top and just passed down Consultation with staff but without an overt link to decisions made. Have we been heard ?
What do you think is positive and what is not so positive about the change that has occurred ? Lack of acknowledgement of workload impacts arising from consolidation Understanding of consolidation leading to increased efficiency is seen as positive and brings understanding
What do you think is positive and what is not so positive about the change process itself ? Not positive - Lost recognition of years of service Simple acknowledgement of doing a good job is not enough Change has only been perceived as being in minor things and not value for money

What has made your job satisfying during the changes that have been occurring ? Changes are seen to be moving the organisation forward Initial resistance to change is replaced by acceptance, once the benefits of the change become apparent
What do you think is the source of your level of job satisfaction ? Patient is the focus Efficient turnaround of results to benefit the patient
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Sense of connectedness with a larger organisation Strong affiliation with local processes. Having to change to conform with other organisation's processes Strong affiliation with local identity

Interview #: 7

Gender: Male
Age Group: 20-29

Question / Key Phrases
How has your job changed since the start of the changes? More diverse role More responsibility More efficient processes In the past, confusion over organisational identity
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Uncertainty Fear of privatisation Sometimes communication needs improving Timeliness of service is important Customer focus
What do you think is positive and what is not so positive about the change that has occurred ? Fear of privatisation Communication has been positive Pulling together as a team to improve perceived worth of the business unit

What do you think is positive and what is not so positive about the change process itself ? Communication was lacking at the start but improved as the process progressed New opportunities Consolidation of tasks / tests has enhanced the team focus and this is seen as positive
What has made your job satisfying during the changes that have been occurring ? Feeling like part of a team Awareness of impact of doing your job well, or not, on other team members Customer focus
What do you think is the source of your level of job satisfaction ? Being acknowledged by respected authority figures Being able to help others
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Lack of sense of identity in the past was not positive The change has brought an improved change in the flow of work through the site

Interview #: 8

Gender: Male
Age Group: 40-49

Question / Key Phrases
How has your job changed since the start of the changes? More responsibility More connected with wider organisation
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Leadership through education (of peers) Chair of state-wide reference group Leading by example Communication
What do you think is positive and what is not so positive about the change that has occurred ? Increased awareness of fiscal responsibility is positive Focus on sustainability is positive Increased business awareness Forward looking strategic focus Past change was not liked but is now appreciated as being necessary Brand awareness has been lost - not positive Slow pace of change adoption is not positive Lack of clarity on organisational identity External customer so a focus Lost opportunity for professional development due to increased workload arising from change

What do you think is positive and what is not so positive about the change process itself ? Some past change has been inefficient Current change process is consultative positive High level of engagement with staff Staff can see where their voice has been heard High commitment to patient care by staff is reinforced by management Leadership from Executive is supported Perception of too much Head Office staff funded by line operations Loss of branding is not positive Change is taking too long
What has made your job satisfying during the changes that have been occurring ? Education of peers is seen as satisfying Managing on behalf of peers is not satisfying Focus on operational and financial management rather than academic is not satisfying
What do you think is the source of your level of job satisfaction ? Greater involvement with Executive staff Developing and implementing policies at state level that will effect change Communication Effective and dynamic management (ie leadership)

What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ?

In the past, not focusing on goals is not positive, leads to no substantive change
Having a strategically focused plan which is used to create a vision that is clear
Acknowledgment of the whole organisation, ie rural and not just metropolitan, is positive
Past change has left this part of the organisation largely untouched
Lack of consultation has been a key factor in past failures
Directive based change has not worked well in the past
Current leadership is flexible in how goals get met. This is positive. Consultation leads to better outcomes

Interview #: 9

Gender: Male
Age Group: 60 and over

Question / Key Phrases
How has your job changed since the start of the changes? Processes have changed Increased emphasis on compliance Increased bureaucracy has slowed down processes
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Staff have been empowered to effect change Ownership of changes is reflected in the use of the word "we" when describing the influence of change Decentralised decision making on "day to day" processes is empowering
What do you think is positive and what is not so positive about the change that has occurred ? Growth in Head Office staff is perceived as unfavourable and at the expense of front line services Accepting of Head Office staff growth, but still critical of growth Being part of a larger organisation provides greater access to support / resources
What do you think is positive and what is not so positive about the change process itself ? Extra cost burden on front line is not positive Increased layers in the org structure brings with it increased bureaucracy and will probably slow down communication

What has made your job satisfying during the changes that have been occurring ? Strong affiliation with line leadership Communication from CFO is supportive, comradery, honesty
What do you think is the source of your level of job satisfaction ? Strong affiliation with local team Evidence based communication yields acceptance
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Past structures were only temporary and stifled decision making - progress Multiple changes in a short period of time resulted in duplicated effort and wasted time in the past Perception of indecision and lack of clarity / communication in the past A shared vision was not reached in the past Small change in some areas in the past

Interview #: **10**

Gender: Female
Age Group: 50-59

Question / Key Phrases
How has your job changed since the start of the changes? Whilst there has been a lot of change generally, role has not changed
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Standardisation is accompanied by a loss of autonomy
What do you think is positive and what is not so positive about the change that has occurred ? Some flexibility in meeting customer needs is lost Strong affiliation with local processes. Having to change to conform with other organisation's processes Loss of autonomy impacts customer service
What do you think is positive and what is not so positive about the change process itself ? The big picture vision is not clear which brings uncertainty Insecurity arises from the lack of clarity about the vision Disconnected from decision making therefore decisions are viewed as being imposed Communication has not been well understood

What has made your job satisfying during the changes that have been occurring ? Focus on customer service, pride of workmanship, professionalism make the job satisfying Acknowledgement, appreciation, feedback when doing a good job brings satisfaction
What do you think is the source of your level of job satisfaction ? Looking beyond the task at hand and focus on the customer Acknowledgement and feedback from management when doing a good job
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Early communication is seen to provide an opportunity to reflect on the impact of the change and consider how the employee is likely to respond Being involved / engaged in the change process aids acceptance of the change

Interview #: **11**

Gender: Female
Age Group: 50-59

Question / Key Phrases
How has your job changed since the start of the changes? No change in role
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Keep staff informed Create a stable working environment Standardisation seen as positive to facilitate career development for staff
What do you think is positive and what is not so positive about the change that has occurred ? Creating a career path for staff, ie staff mobility and greater job opportunities, is positive Connection with local community is important, this could be lost through amalgamation Security through growth
What do you think is positive and what is not so positive about the change process itself ? Better IT systems seen as a positive Not connected to wider organisation beyond the local entity Don't feel connected to the senior Executive team Having more work to do is seen as positive Standardisation across the network is positive

What has made your job satisfying during the changes that have been occurring ? No change in role, it is the same
What do you think is the source of your level of job satisfaction ? Staff have a voice with the Executive team and their voice is heard Satisfaction is derived from being able to "own" decisions, to know there is support if required
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Leading by example has worked well in the past Engaging with staff at a personal level has worked well in the past

Interview #: 12

Gender: Female
Age Group: 60 and over

Question / Key Phrases
How has your job changed since the start of the changes? No change in role but workload has increased
How have you influenced these changes generally, and also how have you influenced changes in your own work ? No change
What do you think is positive and what is not so positive about the change that has occurred ? The increase in workload (efficiency requirements ?) is not viewed as positive Some specialisation is occurring Focus on the customer underlies what is deemed positive
What do you think is positive and what is not so positive about the change process itself ? No change
What has made your job satisfying during the changes that have been occurring ? Personal interaction with customers brings satisfaction in role - customer focus
What do you think is the source of your level of job satisfaction ?

What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ?

Improved technology is seen as positive in the change process in this industry

Interview #: 13

Gender: Male
Age Group: 30-39

Question / Key Phrases
How has your job changed since the start of the changes? Minimal change to role New IT has improved workflow, increased efficiency and provided time to focus on quality
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Not involved in general change, perceived lack of voice at organisation wide level Voice exists at the local level Executive are perceived as being disconnected from organisation Lack of acknowledgement has meant employees feel devalued Organisational identity is now starting to pervade the organisation, ie common branding
What do you think is positive and what is not so positive about the change that has occurred ? Job security and fear of consolidation or privatisation is of concern Some changes are driven by the customer's needs - perceived lack of control of future change Perception of being disconnected from parent organisation Communication has not left staff with a sense of security about the future

What do you think is positive and what is not so positive about the change process itself ? Standardisation is seen as positive - better bargaining power Local decision making on processes Communication within the local entities has increased which has led to greater cooperation and increased local affiliation Local cooperation is positive
What has made your job satisfying during the changes that have been occurring ? A shared vision is lacking. Communication from outside the local entities has not engendered a common vision Head Office are viewed as being secretive Doing your job well, ie delivering quality results, brings satisfaction Technology is seen as an enabler of change and efficiency Knowing at the end of the day that you have helped someone
What do you think is the source of your level of job satisfaction ? Recognition / acknowledgement by respected professionals (eg participation in "rounds") There is a desire for greater recognition. There is pride in the work that is done and there needs to be more recognition of that generally by all Empathy and focusing on meeting the needs of the customer brings satisfaction
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Communication in the past has not worked well Good communication from top management is important Recognition that management has been making right decisions

Interview #: **14**

Gender: Female
Age Group: 60 and over

Question / Key Phrases
How has your job changed since the start of the changes? No change in role
How have you influenced these changes generally, and also how have you influenced changes in your own work ? No real change to role, therefore no change to influence
What do you think is positive and what is not so positive about the change that has occurred ? Consolidation is seen as positive External branding has not been seen as effective, ie external communication is lacking
What do you think is positive and what is not so positive about the change process itself ? The vision for change was not communicated effectively Change needs investment in infrastructure. Funding has been lacking
What has made your job satisfying during the changes that have been occurring ? Improvement in the physical work environment is positive

What do you think is the source of your level of job satisfaction ? Opportunity to learn and observe others in the work place who are experiencing the change Variety with a core of stability is positive Flexibility and the ability to make own decisions is seen as positive
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Undergoing training as part of past changes is positive and led to being able to view the change in a different light Ability to view the change in broader terms Accepting of change - better to part of the change than to resist the change Resistance to change brings frustration and anger

Interview #: **15**

Gender: Female
Age Group: 60 and over

Question / Key Phrases
How has your job changed since the start of the changes? Role has been changing over time with autonomy decreasing Connected as a team in the past, less so now More decisions being made centrally to ensure coordination / standardisation Role is more focused on people management, less on the technical Connected with the broader organisation and feel supported
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Much change has been imposed, but the voice of the recipients of change has been heard Suggestions for opportunities to improve systems have been listened to The centralisation of decision making has reduced autonomy and the ability to influence change in own role
What do you think is positive and what is not so positive about the change that has occurred ? In the past have been isolated, but now feel connected to networks and broader organisation Belief that the need for change is financially motivated Standardisation is necessary to improve efficiency and financial performance Efficiency and cost savings have been achieved with an improvement in customer service Consolidation may lead to closing of sites but staff losses have been via natural attrition - caring

What do you think is positive and what is not so positive about the change process itself ? There is too much change happening [change fatigue ?] Change is viewed as uncontrolled There is a lack of planning in the change and too many demands are being placed upon staff - do day to day and participate in change process Perception to get change done, no matter the cost - just get it done - this is good and bad Communication about the change has been good - lots of communication at all levels - but an information glass ceiling exists Staff continue to fear that the organisation will be privatised - fear and uncertainty Change is viewed as positive and will set the organisation up to be more competitive Local ownership of the change message - not just senior executives
What has made your job satisfying during the changes that have been occurring ? Working closely with senior executives has been satisfying, being heard Good communication - open. Reduces the perception of hidden agendas Being included in the change process - inclusiveness Emerging leadership development program - participation
What do you think is the source of your level of job satisfaction ? Lack of satisfaction arising from focus on bureaucracy - budgets, centralisation of governance Customer service focus has led to more resources being available - led to process improvement role being created Team affiliation and focus Sense of achievement in delivering service Effort expended to be competitive with the private service delivery is draining but the sense of being able to successfully compete is satisfying

What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ?

Past change has not been planned well - costs underestimated, impact on the individual under estimated, resources required underestimated

Good leadership in the past has resulted in successful change

Picking the right messages is important

Senior executives seen as providing good leadership but the next level down managers not putting enough thought into managing conflicting and competing interests - execution in middle management was lacking

In the past, have usually arrived at the intended destination. There have been very few failures

Recognition of the need to be flexible has worked well in past changes

Effective in delivering past change, but there has been pain involved

Interview #: **16**

Gender: Male
Age Group: 60 and over

Question / Key Phrases
How has your job changed since the start of the changes? Being involved in the change process in addition to the day-to-day work load Engaged in decision making process for implementing change
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Past leadership has engendered a positive attitude toward change The nature of the role as a leader has enabled them to influence change Organisation has a history of being positive toward change
What do you think is positive and what is not so positive about the change that has occurred ? Increase bureaucracy seen as not positive Head office inequity when employing staff - perceived hypocrisy The change is not seen as being positive Positive view of CEO Scepticism that change can be effective - power perceived to vest with senior employees and not administrators Charismatic leadership seen as the means by which change can be effected

What do you think is positive and what is not so positive about the change process itself ? Communication seen as positive but the change process was ambiguous Disconnected from decision making - too many layers of bureaucracy Communication seen as being ineffective as they did not meet the expectations of staff The further a staff member was from the top, the more ineffective the communication
What has made your job satisfying during the changes that have been occurring ? Job satisfaction is not linked to the change. Customer focus brings satisfaction Being involved in planning at the stream level is satisfying, ie participating in the decision making level above the normal level
What do you think is the source of your level of job satisfaction ? Disconnected from organisation wide identity Strong affinity with local organisation All tiers of the local organisation are engaged Primary focus is upon meeting the needs of the customer
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Grass roots communication works Having a positive culture seen as a positive Getting the trust of the staff in the change is important

Interview #: 17

Gender: Unknown
Age Group: Unknown

Question / Key Phrases
How has your job changed since the start of the changes? Greater accountability for timeliness of service Increased emphasis on support for staff from management
How have you influenced these changes generally, and also how have you influenced changes in your own work ? Providing feedback in response to management creating an environment of open communication Feedback focused in improving timeliness, quality and quantity
What do you think is positive and what is not so positive about the change that has occurred ? Customer focus is on timeliness Pressure on management is translating into criticism on staff performance. Focus on negative, not positive Greater support for staff from HR - "umbrella" of support
What do you think is positive and what is not so positive about the change process itself ? Fear of privatisation brings insecurity Lower staff levels requires greater efficiency to maintain timeliness Perceived lack of job security is seen as a negative

What has made your job satisfying during the changes that have been occurring ? Management are investing staff development - more training, focus on academic achievement Investing in professional development makes staff feel valued
What do you think is the source of your level of job satisfaction ? Satisfaction is sourced from a feeling of greater appreciation and acknowledgement of contribution Focus on staff development is appreciated
What do you think worked well and what do you think did not work well in about past change programs in which you have been involved ? Staff are better supported in this change compared to the past More respect for staff has resulted in HR issues being addressed now whereas in the past they have been "swept under the carpet"

Examples of Open Coding

Open code from Interview Extract	Selective Code
• Communication not absorbed • Communication is good, top down • Encouraged to have a broader vision of the organisation • Management creating an environment of open communication • Change has been imposed, but the voice of the recipients [the non-manager/non-supervisor] of the change have been heard • Perceived lack of voice at organisation wide level. Voice exists at the local level • Keep staff informed • Sometimes communication needs improving • Create a unified vision of direction • Communication could be better • External communication is lacking • Communicating the reason for change has been good • Staff can see where their voice has been heard • Communication has not been well understood • The vision for change was not communicated effectively • Communication about the change has been good - lots of communication at all levels - but an information glass ceiling exists • The further a staff member was from the top, the more ineffective the communication	Communication
• The centralisation of decision-making has reduced autonomy and the ability to influence change in own role • Standardisation is accompanied by a loss of autonomy • Decisions are made at the top and just passed down	Lost autonomy

Open code from Interview Extract	Selective Code
• Increased connectedness • More connected with wider organisation • Connected as a team in the past, less so now • Connected with the broader organisation and feel supported • More connected - more interaction • Being connected brings more support • Pulling together as a team to improve perceived worth of the business unit • Perception of being disconnected from parent organisation • In the past have been isolated, but now feel connected to networks and broader organisation • Not connected to wider organisation beyond the local entity • Don't feel connected to the senior Executive team • Disconnected from organisation wide identity • Sense of connectedness with a larger organisation • Engaging with staff at a personal level has worked well in the past	Connectedness

Open code from Interview Extract	Selective Code
• Increased accountability is a positive thing • More responsibility • Greater accountability for timeliness of service • Satisfaction is derived from being able to "own" decisions, to know there is support if required • Flexibility and the ability to make own decisions is seen as positive	Accountability
• Connectedness with local team • Barriers exist between internal entities • Strong affiliation with local processes. Having to change to conform with other organisation's processes is not positive • Connection with local community is important, this could be lost through amalgamation • Lack of connection with the bigger picture • Local decision-making on process changes • Local cooperation is positive • Connectedness with local team, team affiliation • Affiliation with the local team supports a strong sense of satisfaction • Strong affiliation with local team • Team affiliation and focus • Strong affinity with local organisation	Local affiliation

Open code from Interview Extract	Selective Code
• Some flexibility in meeting customer needs is lost • Loss of autonomy impacts customer service • Focus on the customer underlies what is deemed positive • Some changes are driven by the customer's needs • Customer focus is on timeliness • Focusing on the customer brings job satisfaction • Knowing at the end of the day that you have helped someone brings satisfaction • Personal interaction with customers brings satisfaction in role • Focus on customer service, pride of workmanship, professionalism make the job satisfying • Focus on the customer brings satisfaction personally and knowing the team shares the same perspective • Customer is the focus • Looking beyond the task at hand and focus on the customer • Empathy and focusing on meeting the needs of the customer brings satisfaction • Customer service focus has led to more resources being available - led to a new role being created • Sense of achievement in delivering service • Primary focus is upon meeting the needs of the customer • Customer at the centre works well	Customer service/customer focus

Open code from Interview Extract	Selective Code
• More efficient processes • Standardisation is necessary to improve efficiency and financial performance • New IT has improved workflow, increased efficiency and provided time to focus on quality • Standardisation seen as positive to facilitate career development for staff • Standardisation is accompanied by a loss of autonomy • Standardisation/consistency is viewed as positive • Efficiency and cost savings have been achieved with an improvement in customer service • Consolidation of tasks/tests has enhanced the team focus and this is seen as positive • Standardisation across the network is positive • Efficient turnaround of results to benefit the customer • The change has brought an improved change in the flow of work through the site	Efficiency/Standardisation
• Busier • Increased bureaucracy has slowed down processes • Being involved in the change process in addition to the day-to-day work load • Lack of time to get things done, for example reports, to increase accountability/transparency • Lack of acknowledgement of workload impacts arising from consolidation • The increase in workload is not viewed as positive • Increased workload and responsibility has created angst • Having more work to do is seen as positive	Workload

Open code from Interview Extract	Selective Code
• Past leadership has engendered a positive attitude toward change • Leadership through education (of peers) • Good leadership has been important • Charismatic leadership seen as the means by which change can be effected • Leadership from Executive is supported • Effective and dynamic management (that is leadership) • Good leadership has been important • Good leadership and high levels of support have resulted in good outcomes in the past • Current leadership is flexible in how goals get met. This is positive. • Leading by example has worked well in the past • Recognition that management has been making right decisions • Good leadership in the past has resulted in successful change • Senior executives seen as providing good leadership but the next level down managers not putting enough thought into managing conflicting and competing interests - execution in middle management was lacking	Leadership

Open code from Interview Extract	Selective Code
• Fear of privatisation, uncertainty about what is going to happen next • Anxiety about the future weighs on people's minds • Past change was not liked but is now appreciated as having been necessary • Job security and fear of consolidation or privatisation is of concern • Communication has not left staff with a sense of security about the future • The big picture vision is not clear. This brings uncertainty • Insecurity arises from the lack of clarity about the vision • Staff continue to fear that the organisation will be privatised - fear and uncertainty • Fear of privatisation brings insecurity	Uncertainty, job security

Examples of Selective Coding

Communication	Local affiliation	Standardisation	Connectedness	Customer focus/service	Leadership
Communication is a general theme across most levels of the organisational hierarchy	Local affiliation, less connection with the wider organisation	Executives believe that decisions are made centrally and imposed, thereby leading to Executive management feeling they have lost autonomy	A majority of Manager/Supervisor/Team (that is 5 of 7) felt more connected with the wider organisation or had a greater sensitivity to being part of a larger organisation	Some Manager/Supervisor/Team Leader focused on customer service improvements - generally seen as being a positive element of the change	Some Manager/Supervisor/Team Leader feel they do not have any influence
For Non Manager/Non Supervisor/Non Team Leader staff, communication features strongly. Communication was perceived as needing improvement, though one respondent felt it did improve as the change process progressed	Non Manager/Non Supervisor/Non Team Leader staff responses were linked strongly to the local issues - the team, the customer, workload	In several cases the Manager/Supervisor/Team Leaders felt that standardisation arising from the change was a positive outcome.	Executive level staff believe there is greater connectedness to the broader organisation	Many Non Manager/Non Supervisor/Non Team Leader staff find their satisfaction in delivering service to customers	Executive staff have mixed responses to the question, no common theme but responses include the change has been imposed (lost autonomy); embrace change; voice has been heard; allowing local staff to effect change is empowering

Communication	Local affiliation	Standardisation	Connectedness	Customer focus/service	Leadership
Communication features strongly for Manager/Supervisor/Team Leader. Predominantly communication has been viewed as positive, but not in all cases. Some perceived the communication as being more ineffective the further a staff member was from the top of the organisational hierarchy.	Several Manager/Supervisor/Team Leader staff derived satisfaction from locally driven factors, for example connectedness with local team, acknowledgement by participating in local "rounds"		Some Manager/Supervisor/Team Leaders were focused upon the local impacts of the change either positive or negative. Lacked an organisation wide connectedness	Many Non Manager/Non Supervisor/Non Team Leader derived satisfaction from both delivering service to their customers and also from being acknowledged for the work they are doing	Executives identified leadership as a key factor in either the success or failure of past change initiatives
Executives saw communication as being important. For the most part Executives are positive about the communication.	Executive staff satisfaction is linked to their local team affiliation			Many Manager/Supervisor/Team Leader staff derived satisfaction from delivering service to their customers	

Communication	Local affiliation	Standardisation	Connectedness	Customer focus/service	Leadership
Executives reported communication as being a key element in making their job satisfying during the change process	Manager/Supervisor/Team Leaders focused on connecting with local staff, local issues, consultation, as being important in change				
Executives generally have identified a lack of clarity in communication as a factor contributing to failure in past change initiatives					
Non Manager/Non Supervisor/Non Team Leader s identified communication as important to success in change. Past communication has been poor.					

Appendix 6: Human Research Ethics Committee Approval

RECEIVED 2/3/10

Avondale COLLEGE

COPY

11 February 2010

Mr Philip West
25 Sandpiper Place
GREEN POINT NSW 2251

Dear Phil

On Monday 25 January the Avondale College Human Research Ethics Committee met and considered your research application for the project titled: *Organisational change: Towards an understanding of employee attitudes to change. A multi-level study across time in a public sector service organisation.*

The committee resolved to approve your application subject to the following changes being made and submitted to the HREC Secretary.

1. Application:
   a. **C1:** state that the semi-structured interviews will be audio-recorded as stated in B7 and D4 of the application.
   b. **C7:** state that the interviews will be audio-recorded and how the researcher will maintain confidentiality of the recorded data. Delete the paragraph relating to the respondent providing their employee number.
   c. **C3:** Verify how the researcher will seek permission from the target organisations to conduct research with their staff.
   d. **D1, 3a:** change to *'yes'*. The committee recognises that the wording of this question is ambiguous and it is considering rephrasing this question.

2. Information Statement:
   a. Add the heading 'Information Statement'
   b. Remove "*However, the more people that participate, the better the results of the research study.*"
   c. Add further information to the section "*What would you be asked to do*" e.g. where and when will the research be conducted, who has given permission, will it be during working hours, paid/unpaid etc.
   d. Add further information to the section "*How will the information collected be used*" e.g. PhD Thesis, conferences, publications.
   e. Add a return address to receive the interview consent forms in the "*What do I need to do to participate*" section.
   f. Add the researcher's contact details e.g. name, email, and mobile number to the "Questions" section.

3. Consent to Participate in Interviews form:
   a. Move the paragraph beginning "*I the undersigned consent to participate...*" before the 'Signature' line.
   b. Add before the paragraph beginning "*I understand that my responses...*", "*I have read and understand the Information Statement provided and ...*"

Excellence in Christian Tertiary Education since 1897
582 Freemans Drive (PO Box 19), Cooranbong, NSW, Australia, 2265
Telephone: +61 2 4980 2222 Fax: +61 2 4980 2118
Avondale College Limited ACN: 108 186 401 ABN 53 108 186 401

4. Questionnaire:
   a. Add as a second sentence to the third paragraph of the opening section "*I have read and understand the Information Statement provided" or state that participation in the Questionnaire is voluntary/optional and the respondent can withdraw from the research at any time."*
   b. Remove *Question 1 Employee number.*
   c. For the ease of the respondent, in the 'Change Perspectives' section and before Question 9, reorder the criteria key in ascending order to match the order of the questions i.e. 1,2,3,4,5,6.

Once final approval is granted the following additional standard conditions apply:

1. That you notify the committee of any changes to circumstances or research design, which might require a review of the ethics approval.
2. That you provide an annual interim report of your progress to the committee, and a final report once this project is completed. The first report will be due twelve months from the date you commence the research.

We wish you well in this valuable research endeavour.

Sincerely

V. Watts

Dr Vivienne Watts
Chair
Avondale College Human Research Ethics Committee

cc: Supervisor